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CHICAGOLAND
VOICE
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AUTOMATION REVOLUTIONIZING PLANT CAFETERIAS

— Page 16



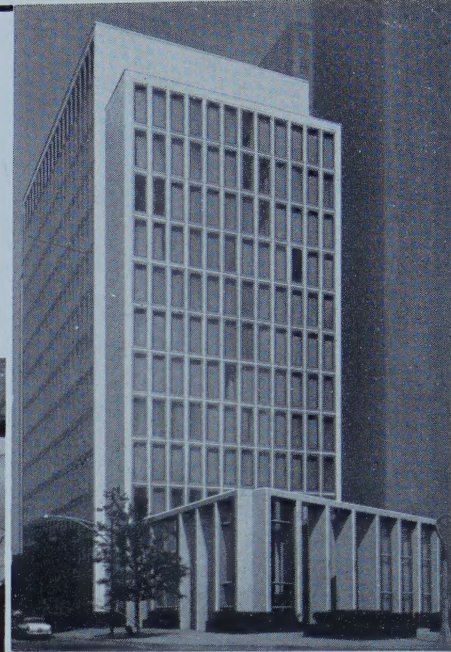
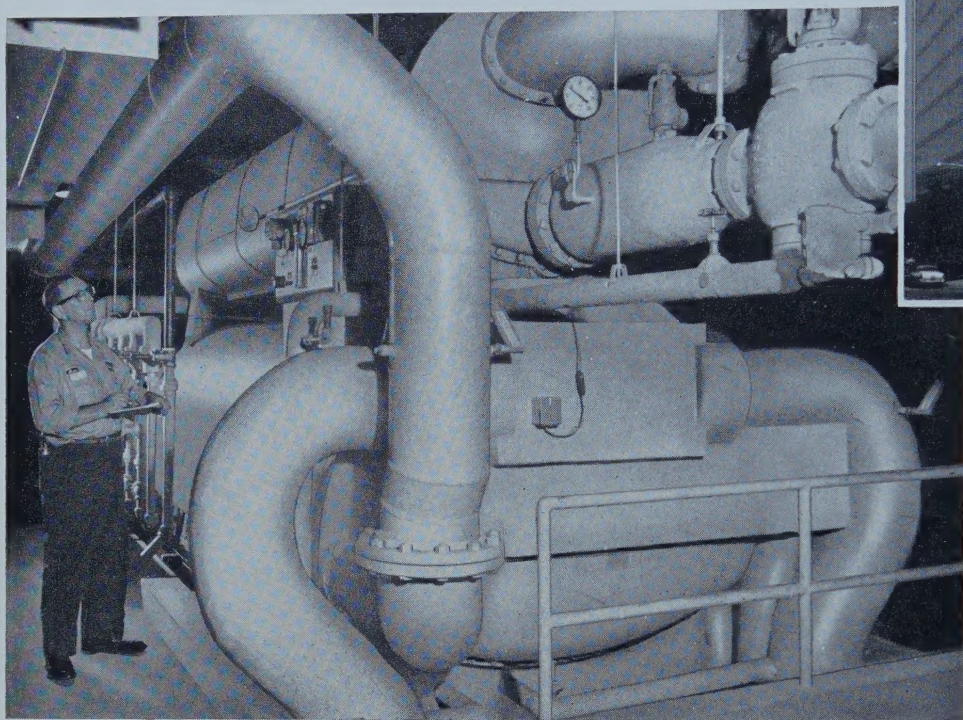
U. S. ECONOMY IN A WORLD OF CONFLICT — Page 21

BUSINESS WANTS TO BE LOVED — Page 22

NEW HOME — NEW PLANS FOR 1961 TRADE FAIR — Page 24

Chicago Association of Commerce and Industry Photo and News Coverage — Page 41

American Hospital Association chooses Gas air conditioning



Just a push of the button is all it takes to start this completely automatic 500-ton capacity absorption type Gas air conditioner at the American Hospital Association's offices, 840 Lake Shore Drive, Chicago.

The new headquarters of the American Hospital Association is truly an outstanding expression of modern architectural design. And in keeping with this overall concept of modernity Gas air conditioning equipment was chosen to cool the entire 12-story building.

A 500-ton capacity steam absorption machine which uses Gas as its energy source is located on the roof. This roof top installation proved practical because the Gas absorption unit has no major moving parts to cause objectionable noise

or vibration. With two parking levels underneath the building and no boiler plant of its own, the AHA purchases its steam from a nearby source.

This is just another example of the flexibility of Gas air conditioning equipment. In addition, with Gas as the boiler fuel — on summertime rates — operating costs are cut to a minimum. Seasonally idle or excess boiler capacity is put on a year 'round paying basis.

If you are considering air conditioning for your building, office or plant, it will pay you to look into low-cost steam absorption air conditioning with Gas. For more details on this and other types of Gas air conditioning equipment, just telephone 431-4000, Extension 2449. One of our engineers will be glad to discuss the application of Gas to your particular needs.

THE
PEOPLES GAS
— LIGHT AND COKE COMPANY —

INDUSTRIAL DEPARTMENT



lodging ?
hungry ?



**Get the answers at Standard Oil Dealers
...always just ahead!**



All over Mid-America, Standard Oil Dealers stand ready to answer your travel questions. Looking for a place to sleep? A place to eat? A street address? See your Standard Oil Dealer for any kind of local information . . . plus those other things so typically Standard: dependable car-care, finest products, clean restrooms. You'll find it a rewarding habit, stopping at Standard Oil Dealers, who invite you . . . "As You Travel—Ask Us."

You expect more from Standard . . . and you get it!



INLAND STEEL IS

HERE

Here, since Inland's earliest days in the business of making steel for industry. And as this phenomenally productive area grew in stature and might, so too did Inland—learning at first hand the limitless needs of Wisconsin's creative men. For out of this electrifying atmosphere has come a bewildering array of products . . . 20-stories-high power shovels, enormous earthmoving equipment, materials handling equipment, giant overhead cranes, drilling pipe, transmission pipe—the "Big Inch" for the nation's oil and gas industry—millions of cans for the brewers of beer and the state's great vegetable pack, mining, dairy and road-making equipment . . . turbines, electric and diesel engines . . . automotive frames, mufflers and ignition systems. Here, too, is the home of the biggest single auto-assembly plant in the nation.

From Wisconsin comes wonderful cheese and dairy products, more canned peas than from any other state in the Union, cherries, cranberries and the products of our country's greatest paper mills. Here, is Taliesin-East, Frank Lloyd Wright's famous workshop for architects . . . the white frame house where in 1854 the Republican Party was born . . . the shipbuilding towns along the shores of Lake Michigan . . . millions of acres of game-filled forests, thousands of crystal clear lakes and the best muskel-



lunge fishing in the north. And here, is Milwaukee . . . with its famous "Braves," its great harbor, its sauerbraten, its bratwurst and its . . . Gemütlichkeit.

Here, in Milwaukee, Inland Steel established its first District Office. Here, Inland is not only a supplier of steel, but an intimate part of the whole—buyer of machines and equipment for its mills—mining its limestone at Manistique, iron ore at Ishpeming, Iron River and Crystal Falls in Upper Michigan—building its ore carriers like the giant "Edward L. Ryerson" at Manitowoc.

Today Wisconsin manufacturers look to Inland for sound metallurgical advice, depend upon Inland for prompt steel delivery, know the company's long record of quality and service. *As it has been in the past, Inland is here . . . and here it will be in all of Wisconsin's great tomorrows.*

INLAND STEEL COMPANY

30 West Monroe Street

Chicago 3, Illinois

Sales Offices: Chicago • Davenport • Detroit • Houston • Indianapolis
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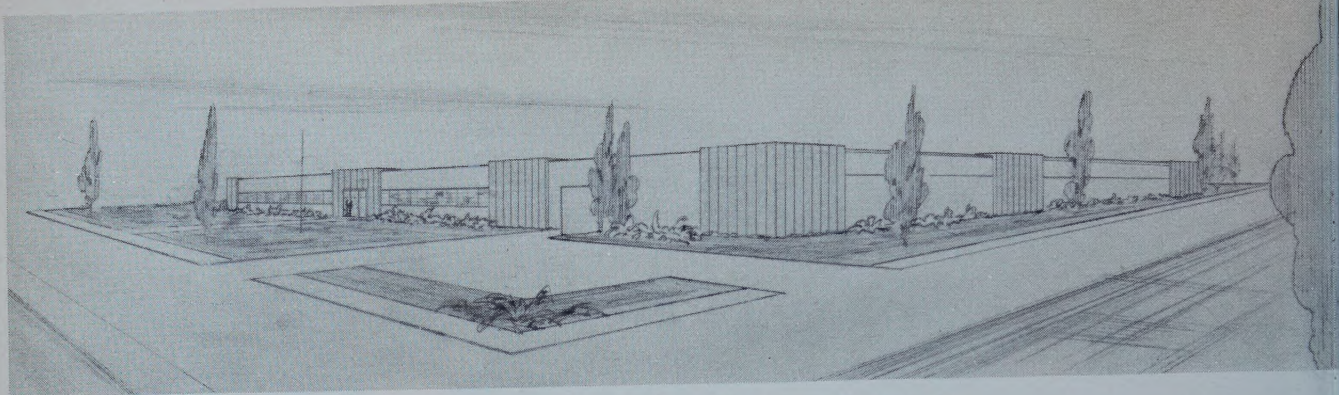
Other Members of the Inland Family

Joseph T. Ryerson & Son, Inc.
Inland Steel Products Company
Inland Steel Container Company*
Inland Lime & Stone Company*

*Division



66 years of service to the Industrial Middle West



Rendering of New Plant now under construction for Freightliner Corporation

Fourteen New Plants Now Located in Clearing's 73rd Street District

73rd Street and Cicero Avenue

A NEW MODERN DISTRICT FOR MODERN PLANTS

Choice Sites Available

Clearing Industrial District, Inc., has four modern industrial districts in the Chicago area. The company offers the services of a complete engineering and construction department, architect and financing on either a long term lease or purchase contract; in short, every detail toward a completed project.

For further details address inquiries to "Clearing Industrial District, Inc., 38 South Dearborn Street, Chicago," or call RAndolph 6-0135.

CLEARING INDUSTRIAL DISTRICT, Inc.

FIRST NATIONAL BANK BUILDING

CHICAGO 3, ILLINOIS

Commerce

CHICAGOLAND

VOICE

OF BUSINESS

In This Issue

Automation is revolutionizing the care and feeding of employes in company cafeterias. J.

Thomas Buck's article beginning on page 16 traces the development and growth of coin-operated machines which deliver hot and cold food and drink in plants and public places across the nation.

* * *

"The U. S. Economy In a World Conflict" starting on page 21 is the theme of the Sixth National Military-Industrial Conference which brought together leaders of business and industry and the United States Military Services to discuss the challenge offered by the Soviets in the cold war. This article is a condensation of the findings of the conference, written by Chicago Association of Commerce and Industry Chief Executive Officer Thomas H. Coulter, and abridged by the editors.

* * *

Quietly, without the fanfare of publicity, business and industry is at work in a multitude of ways to provide for the welfare of people everywhere. In "Business Wants To Be Loved" by Walter Young on page 22, examples are given of philanthropy by business in a wide cross-section of public service and social welfare activities. Young finds that while business wants to be loved, it doesn't want anyone to know about its good works.

* * *

The 1961 Chicago World Trade Fair, third in the annual series designed to promote Chicago's advantages as the hub of transportation and the center of two-way trade between nations, will move from crowded Navy Pier to the luxurious new lakefront exposition center, McCormick Place. Fair Managing Director Richard Revnes reveals the many extensive plans now being made for 1961 in a report beginning on page 24.

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Number 7

August, 1960

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The rich uncle and his mystery relatives

This is a true story, but because we always hold our relations with any customer in strictest confidence, certain minor but identifying details have been altered.

Just after the turn of the century Peter X, his brother, Nils, and his two sisters, Ingrid and Mary, came to the United States from their native Sweden.

They set out in separate directions to seek their fortunes. Peter went to Illinois, Ingrid to Ohio, and Mary to Utah.

Peter started a furniture business that turned into a successful venture. Unlike his sisters, he never married.

With no family of his own, Peter kept in touch with Ingrid and Mary—seeing them regularly through the years. Each had five children, and Peter loved them as if they were his own. Nils' whereabouts continued to be a mystery. Although they had tried to find him, neither Peter, Ingrid nor Mary had

heard from him since their arrival here.

Recently, Peter X died, leaving an estate of \$300,000. We were appointed executor. His will bequeathed his entire estate to all his nieces and nephews who survived him.

In locating them, we learned about Peter's missing brother, Nils. This presented several questions. Was Nils alive? Did he have children? If so, how many? Because his children, if any, were legally entitled to a share of Peter X's estate.

We were unable to locate Nils. Our problem as executor was how to close the estate, yet protect the ten nieces and nephews from any future claims of unknown cousins. Our Trust Department came up with this solution.

Working with a close customer of ours in the bonding business, we were able to secure—with the permission of the nieces and nephews—a special bond

that would cover any future claims on Peter X's estate. The bond was unusual in that this company had never written one like it, and indicated it was done only because of the company's close business connection with the bank.

We distributed the inheritance, and closed the estate forever. The missing heirs—if any—have yet to turn up. But, if they do, the bond will cover their share of Peter X's estate.

This story points out the importance of having an executor qualified to meet the unusual situations that frequently arise in even the so-called "simple" estates. It also illustrates the need for a carefully planned, up-to-date will.

If you don't already have one or if your will needs revising, get in touch with our Trust Department. Our experienced Trust officers are ready to serve you and your lawyer.



The Trust Department
The First National Bank of Chicago

Dearborn, Monroe & Clark Streets • Building with Chicago since 1863

MEMBER F. D. I. C.



EYE ON CHICAGOLAND

Thomas H. Coulter

Dear Member:

The first Chicago World Trade Mission Flight departs September 2 taking leaders of Metropolitan Chicago Commerce and Industry to Austria... Germany... Italy... France and England. The financial editors of the four Chicago dailies and representatives of radio and television will be aboard ...so the flight will be highly publicized. Receptions and special tours arranged in the cities visited will make the trip memorable. The passenger list, as of press-time, appears on page 42 of this issue. There are a few openings now available due to recent cancellations....If you want a most unusual opportunity to gain intimate insight into what is happening in Europe and want to evaluate the booming business potential that Europe holds for American exports and investment...it is suggested you call the World Trade Division immediately...it still may be possible to make reservations ...only \$975 for a 17-day deluxe tour of 8 European capitals.

On page 21 there is an abridgement of a summary of the Sixth National Military-Industrial Conference. Out of these conferences came the demand for more...and more frequent...meetings of similar nature. As a result...the Chicago Regional Strategy Seminar will be held Friday and Saturday...September 23 and 24 from 9 a.m. to 5:00 p.m. in the Auditorium of the Prudential Building. The Seminar is a regional "civilian War College" whose purpose is the education of the industrial...educational...civic... governmental and military leaders in the Area in the non-military aspects of current Communist strategy. One thousand of Chicago's leaders are expected to attend. Your Association is a sponsoring organization which will send out personal invitations to the membership....Attendance is by invitation only.

It has been a great summer...and as your Association prepares for fall and winter activities...some of the big things to come are the World Trade Mission Flight September 2-18 and the inauguration of Chicago's Operation Export at the Vienna International Trade Fair which opens September 4. Chicago's story will be well told at Vienna by Chicago Area exhibitors who represent a wide spectrum of the city's commercial and industrial life. See the impressive list of exhibitors on page 42 of this issue.

Sincerely,

Thomas H. Coulter

Chief Executive Officer, The Chicago
Association of Commerce and Industry

Who reads CHICAGO'S AMERICAN?



"I enjoy the variety of the American's columns most, especially the bright and amusing pieces by Cholly Dearborn."

Colleen Moore Hargrave,
civic leader,
1320 N. State pkwy.



"I like the new front page on Chicago's American. The news is always well presented and easy to follow."

Thomas Moffat,
fireman,
2717 N. Dayton st.



"The editorial and feature pages are my favorites. They are always thought-provoking and stimulating."

Bernard Kaufman,
lawyer,
188 W. Randolph st.



"The women's pages are my favorite reading. I like the recipes of Mary Martensen, and fashion articles."

Lucille Fisher,
store clerk,
3624 W. Division st.



"I rely on the American for the latest, most authoritative news coverage. That means sports news, too."

David L. McAndrews,
policeman,
4054 S. Maplewood av.



"I like the change in the American. The paper is more colorful now; the printing is much clearer than before."

Kenneth Kobukata,
school teacher,
1214 W. Berwyn av.

"We do," say enthusiastic Chicagoland

CHICAGO'S AMERICAN

Wholly owned subsidiary of the Tribune Company, Chicago, Illinois

Net Debt Has Doubled Since World War II

By **JOHN K. LANGUM**

Vice President for Business Research and Statistics,
Chicago Association of Commerce and Industry,
and President, Business Economics, Inc.



THE record of public and private indebtedness in the United States has again been called to attention by the publication of the United States Department of Commerce revised series on net public and private debt running back over almost all of the last half-century. Total net debt, both public and private, is now well more than twice what it was in 1945, at the close of World War II; more than four times its level in both 1929 and 1940; and more than ten times its level in 1916, before World War I.

During World War II, the increase in Federal debt dominated the increase of about \$220 billion in total debt. During the post-war period, the increase in private indebtedness, however, has dominated the increase in total debt, and has amounted to almost twice the World War II increase in the Federal debt.

The net debt is computed after eliminating duplicating debt amounts in the reported figures on gross debt. Net federal government debt, for instance, is defined by the Department of Commerce as the

gross debt outstanding less Federal government securities held by Federal agencies and trust funds and Federal agency securities held by the U. S. Treasury and other Federal agencies. Net Federal government debt thus equals Federal government and agency debt held by the public.

Net Debt Rose

Total net debt in the United States rose from \$82.1 billion in 1916, to \$128.0 billion in 1919, reflecting in part the increase in net Federal debt from \$1.2 billion in 1916 to \$25.6 billion in 1919. During the '20's, total net debt rose, reaching \$190.9 billion in 1929. A reduction of almost \$10 billion in Federal debt was about offset by a corresponding increase in State and local debt. Total net private debt rose from \$97.2 billion in 1919 to \$161.2 billion in 1929, or about two-thirds.

Deep depression from 1929 to 1933, partly as cause, and partly effect, was accompanied by a de-

crease in total net debt from \$190.9 billion in 1929 to \$168.5 billion in 1933, a drop of about \$23 billion or about one-twelfth. The doldrums of the late '30's saw an increase in debt to a total, in 1940, of \$189.9 billion, just below the 1929 total. This was brought about entirely by the increase in Federal net debt of \$20 billion from 1933 to 1940, with little overall change in state and local debt or in private indebtedness.

From 1940 to 1945, total net debt more than doubled, rising from \$189.9 billion in 1940 to \$406.3 billion at the end of 1945. The World War II increase in net Federal debt of somewhat more than \$200 billion was responsible. During the post-war period, total net debt had risen from \$406.3 billion in 1945 to \$846.4 billion at the end of 1959, with further growth in 1960. Federal net debt had been reduced slightly from its level at the end of World War II, reflecting the fact that the Federal cash budget has been balanced, and has recorded a slight net surplus during the entire post-war period.

State and local net debt had risen substantially, from \$13.7 billion in 1945 to \$55.6 billion in 1959, an increase of about 300 per cent. Private debt has dominated the post-war increase in indebtedness, however, rising from \$139.9 billion in 1945 to \$547.5 billion in 1959, an increase of over \$400 billion. Corporate indebtedness has risen almost \$200 billion in the same period.

Individual family mortgage indebtedness and consumer debt have together come up more than \$150 million or by about 650 per cent.

These post-war debt changes will be examined in a subsequent article as to their significance for the oncoming problems of achieving adequate growth with minimum recession.

NET PUBLIC AND PRIVATE DEBT 1916-1959

	1916	1919	1929	1933	1940	1945	1952	1959
Public:								
Federal	\$ 1.2	\$ 25.6	\$ 16.5	\$ 24.3	\$ 44.8	\$252.7	\$222.9	\$243.2
State and Local	4.4	5.2	13.2	16.7	16.5	13.7	25.8	55.6
Total	5.6	30.8	29.7	41.0	61.3	266.4	248.7	298.8
Private:								
Corporate	40.2	53.3	88.9	76.9	75.6	85.3	171.0	281.7
Individual and Non-corporate Farm	7.8	11.9	12.2	9.1	9.1	7.3	15.2	23.8
Non-farm Mortgage								
Individual Family	8.4	10.1	18.0	14.6	16.5	17.7	55.6	124.4
Multifamily and Commercial			13.2	11.7	9.6	9.3	19.6	36.4
Other non-farm								
Commercial					4.3	4.4	10.3	15.8
Financial	20.1	21.9	28.9	15.2	5.2	10.3	7.5	13.4
Consumer					8.3	5.7	27.4	52.0
Total Individual and Non-corporate	36.3	43.9	72.3	50.6	53.0	54.7	135.6	265.8
Total Private	76.5	97.2	161.2	127.5	128.6	139.9	306.5	547.5
Total Public and Private	82.1	128.0	190.9	168.5	189.9	406.3	555.2	846.4

Metropolitan Chicago Trends

POPULATION AND GENERAL GROWTH TRENDS

Population—Metro. Chicago—6,725,542
(April 1, 1960) (1960 Census of Pop.)

Recorded Births:									
—Chicago	7,234	7,512	7,426	8,081	—10.5	T	45,217	— 3.9	
—Metr. Area (6 Ill. Counties)	11,609	12,067	11,887	12,582	— 7.7	T	71,963	— 2.6	
Recorded Deaths:									
—Chicago	3,085	3,151	3,252	3,225	— 4.3	T	20,464	+ 1.9	
—Metr. Area (6 Ill. Counties)	4,876	4,907	4,940	4,943	— 1.4	T	31,226	+ 2.9	
Marriage Licenses (Metr. Chicago)	6,663	5,081	4,736	6,731	— 1.0	T	27,100	+ 3.9	
No. of Main Tel. in Serv. (Ill. Bell) (000)									
—Business Telephones	328.1	326.8	325.9	316.9	+ 3.5	LM	328.1	+ 3.5	
—Residential Telephones	1,699.6	1,698.6	1,694.8	1,640.9	+ 3.6	LM	1,699.6	+ 3.6	

INDUSTRY:

Index of Ind. Production (1947-49=100)	126.5p	134.0	137.6	139.3	— 9.2	A	136.2p	+ 1.3	
Steel Production (000 Tons)	1,397.1	1,735.1	1,965.6	2,092.0	—33.2	T	11,575.8	— 5.1	
Petroleum Refining (Jan. 1957=100)	N.A.	99.8	102.5	102.7	N.A.	Ax	102.8	— 2.2	
Ind. Gas Consumed—Chgo. (000 Therms)	14,255	13,774	15,333	13,680	+ 4.2	T	92,805	— 1.4	
Electric Power Prod. (000,000 K.W.H.)	1,698	1,848	1,901	1,773	— 4.2	T	11,735	+ 4.4	
Dressed Meat Und. Fed. Insp. (1953=100)	59.2	64.1	61.3	77.3	—23.4	A	61.0	—23.8	

TRADE:

Dept. Store Indexes (1947-49=100)									
—Sales (Seasonally Adjusted)	121	118	134	123	— 1.6	A	122	+ 0.8	
—Inventories (Seasonally Adjusted)		143	140	133					
Retailer's Occupation Tax Collections (Municipal Tax Excluded (000))									
—Chicago	N.A.	\$ 10,420	\$ 10,082	\$ 8,923	N.A.	T	\$ 52,113	+18.0	
—Chicago Metr. Area (6 Ill. Counties)	N.A.	\$ 17,642	\$ 16,801	\$ 14,976	N.A.	T	\$ 86,663	+ 3.7	
Consumer Price Index (1947-49=100)									
All Items—Chicago	130.1	129.6	129.5	127.7	+ 1.9	A	129.4	+ 1.6	
New Pass. Cars—No. of (R. L. Polk)	N.A.	33,841	31,663	28,807	N.A.	Tx	143,343	+10.8	
Total Water Imp., Exc. Grain (sh. Tons)	53,956	40,707	7,773	N.A.	N.A.	T	102,436	N.A.	
Waterborne Steel Imports—Port of Chgo. (sh. Tons)	9,231	14,602	4,494	N.A.	N.A.	T	28,327	N.A.	

T=Total of 6 months. Tx=Total of 5 months. A=Average of 6 months. Ax=Average of 5 months. LM=Latest Month. p=Preliminary. NA=Not Available. *Indicates residential vacancy rate. r=Revised.

(Continued from page 9)

WANT CANS IN A HURRY?

nobody CAN
deliver a CAN
faster than FREUND CAN

EVERYTHING IN CANS

ALL types...ALL sizes...
for ANY product...for ANY use
...in ANY quantity--one or thousands
Immediate Delivery

Like thousands of others
--you will save time, effort,
and money, when you
phone Freund for anything
and everything you need
in cans.
And, you'll get immediate
delivery, on every order,
large or small, which will
prove to you that--nobody
CAN...deliver a CAN...
faster than FREUND
CAN. Why not phone--
right now?

**Yours for
the asking**
Freund Can's latest illus-
trated price list--catalog
includes practically every
type of can made--com-
plete with specifications
and low prices. A valu-
able time and money-
saving reference. Every
business using cans of
any kind should have a
copy. Phone or write
for yours today--no ob-
ligation, of course.

FREUND CAN COMPANY
ATlantic 5-7700
4445 Cottage Grove Ave. • Chicago 15, Ill.

This sign
helps
sell homes

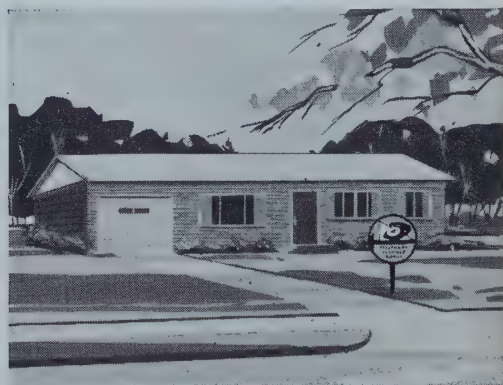


It's the sign that means a home is Telephone Planned. It means the phone wiring is concealed. It means there are neat, convenient outlets for handy plug-in phones throughout the house. It means the home-buyer's long-range telephone needs are provided for. It means it's as easy to move the phone as to move a lamp!

When the prospective home-buyer sees this sign, your selling becomes easier. Why? Because this is an added selling feature Illinois Bell has been featuring in its advertising. It's a "built-in" home-buyers are looking for. It makes the homes you're selling more desirable.

Telephone Planning is inexpensive to have installed while you're building.

Call during your planning stages, and we'll be glad to include Telephone Planning in your blueprints. In Chicago, call RANDolph 7-3351. Outside Chicago, call your Bell Telephone business office.



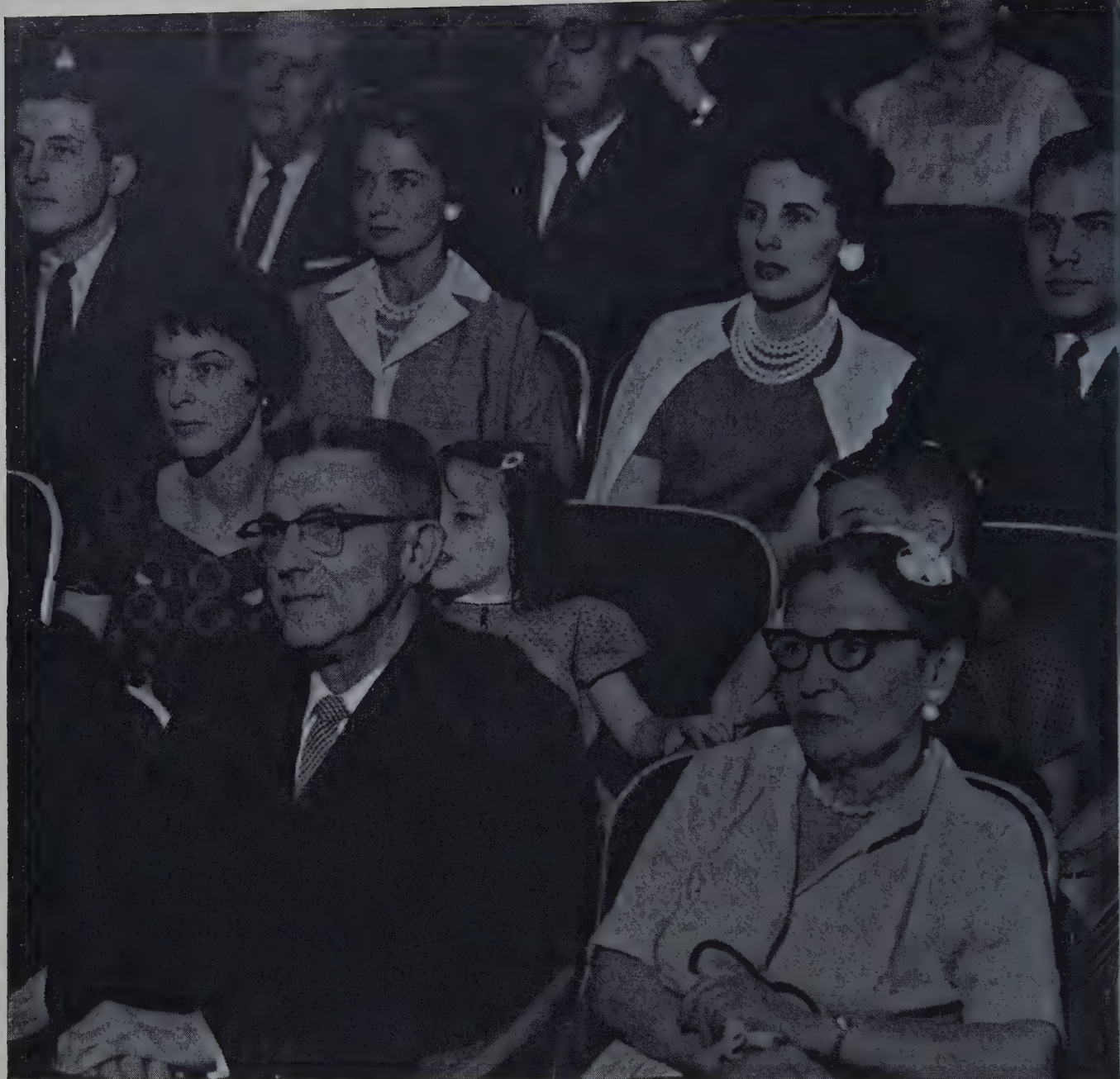
The Telephone Planned Homes sign is on the job at Mikan Park, near Lockport. 160 of the homes are Telephone Planned.

Builder Edward A. Mikan knows extra features like Telephone Planning can help sell a house. Here he is, making sure his prospects realize all they're getting.

ILLINOIS BELL



TELEPHONE



13,725,619 people saw U. S. Steel movies in 1959. Business and professional groups, schools and the general public, watched some three dozen U. S. Steel educational films in over 47,000 separate showings. Perhaps *you* have seen some of these films:

"Rhapsody of Steel" has been praised as one of the finest theatrical shorts ever produced. It shows the history of steel from its Stone Age discovery to the important role this remarkable metal now plays in conquering space. This outstanding animated color film is now being shown in a number of motion picture theaters throughout the country.

"Plan for Learning" won an NEA School Bell Award last year for "distinguished public service advertising in behalf of education." This color film tells the story of how one community worked together to build a

much-needed new school. In addition to group showings, the film was also featured on TV.

"The Five Mile Dream," a theatrical short, is the story of bridging Michigan's Straits of Mackinac. Almost 3½ million people saw this film last year. "Practical Dreamer," which offers kitchen planning tips; "Mackinac Bridge Diary," "Jonah and the Highway," and "Steel-Man's Servant" are some of the films most requested during 1959.

If you would like complete booking information about U. S. Steel movies, write United States Steel, 525 William Penn Place, Pittsburgh 30, Pa.

USS is a registered trademark



United States Steel



Vote YES on Welfare Bonds

It is disgraceful that the State of Illinois, through public apathy, has permitted for so many years shameful overcrowding of its thirteen mental hospitals and two schools for the mentally retarded. Buildings dating back from the Civil War are still in use. The hospitals house 36,000 mentally ill persons in space considered minimum for less than 28,000. At Dixon and at Lincoln state schools for the retarded, more than 10,000 are jammed in space designed for fewer than 7,000. There is a waiting list of children totaling more than 1,850—some of whom have been on the list for more than two years. About 700 of them are infants urgently needing care.

Such overcrowding multiplies health and safety hazards and in many cases aggravates the mental illnesses of some patients. Inadequate facilities prolong the care of each patient, and in the long run increase the costs of hospitalization to the taxpayers.

The \$150,000,000 state welfare building bond issue to be voted on at the general election of Tuesday, November 8, 1960 is designed to finance needed capital improvements at institutions operated by the Illinois Department of Welfare. Its passage has been urged by the leaders of both political parties, removing the question from the realm of partisan politics.

The needs to be met are massive and grave. The twenty-five state welfare institutions care for an average resident population of 50,000 persons. Almost half of the buildings are from 50 to 115 years old—and are dangerously inadequate. The situation is most grave in the mental institutions.

In 1958, a bond issue proposal intended to finance capital improvements at state universities and welfare institutions lost to public apathy. A total of 1,461,701 "yes" votes, a substantial majority, were sacrificed because 472,023 failed to vote.

This time, the Welfare bond proposal has been separated from the \$195,000,000 State Universities bond issue referendum. You will vote separately on the two proposals. If you care at all about the human misery in our state institutions—care enough to vote. Failure to mark the ballot on the Public Welfare building bond issue is tantamount to casting a "no" vote. In the name of humanity and decency vote—and vote "Yes."

U. of C. Expansion Plans

The University of Chicago has asked the Chicago Land Clearance Commission for \$6½ million of slum clearance aid. This sum would be used to help raze 26½ acres of blighted property lying south of the Midway to make room for new university buildings to be constructed during the next ten years at a total cost of \$75 million.

Development of the new area, which would be known as the South Campus, is part of the university's development plan inaugurated 60 years ago. University Chancellor Lawrence A. Kimpton, heading a delegation of school officials, told the Land Clearance Commission that the project also would contribute to the more comprehensive program of rehabilitating the entire Hyde Park-Kenwood area.

The request to the commission was made under a 1959 amendment to federal housing legislation which was designed to aid large city universities combat slums in their areas. If the U of C request is granted, the City of Chicago will gain an additional \$14.4 million in federal slum clearance aid for use elsewhere in the city.

In the last five years, the university has spent \$6,893,000 of its own funds for slum clearance. As a result, according to Julian Levi, Executive Director of the South East Chicago commission, the city already has a credit of the amount previously spent by the university toward acquiring \$21 million in federal funds for additional slum clearance.

If the commission spends \$6½ million for land acquisition and the razing of 174 buildings in the South Campus area, the university proposes to buy the land for approximately \$1 million. The school gives top priority to construction on the cleared land of a 4 million dollar Kellogg adult education center and a new business school center. Other buildings would follow. The university's proposal deserves thoughtful attention.

Alan Sturdy

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• **Retirement Portfolios** — Average employee retirement trust investment portfolios contained 50 different common stocks at the end of 1959, according to Commerce Clearing House. Twelve such funds held more than 100 different equities. Profit-sharing portfolios contained an average of only 32 different stocks and only 13 of 58 held shares in 50 or more corporations. Across the board, trustees held about 40 per cent of their money in corporate bonds and about 35 per cent in common stocks. Median yield for the 170 pension funds reporting was 4.05 per cent. Median for 51 profit-sharing trusts was 4.25 per cent. Highest yield for a pension fund was 10.9 per cent and highest for a profit-sharing trust was 35 per cent.

• **Optical Glass from Japan** — Pacific Optical Corporation Division of Chicago Aerial Industries, Inc. has become exclusive North American importer and distributor of Ohara Optical glass. Ohara is the leading precision glass manufacturer in Japan. Announcing the move, Fred T. Sonne, Chicago Aerial Industries President, said Ohara glass has proven to be the world's finest precision glass available at any price, anywhere in the world. Presently it is used in Japanese high performance cameras, microscopes, telescopes and other precision instruments.

• **"Computerese" Made Easy** — Aware of the baffling technical jargon surrounding "electronic brains", the Brown Instruments division of Minneapolis-Honeywell Regulator Company has published a pocket-size 22-page glossary which makes intelligible to the layman such terms as "binary coded decimal", "mnemonic code", "binary digit", "binary scale" and "radix". The glossary defines some 82 terms that the instrument producer's own engineers have

helped to create in building industrial process computers.

• **Machine Tool Show** — Scheduled to open September 6 for ten days, The Machine Tool Exposition in Chicago's International Amphitheatre will display more than 1,000 of the latest model metal-cutting and forming machines. It is expected that the 1960 Exposition will introduce a host of new electronically-controlled equipment. Some of the machines are as high as three-story houses. Some are equipped with ingenious combinations of memory drums and tape controls.

• **Marketing Guide** — A. C. Nielsen Company, 2101 Howard Street, Chicago 45, has published "Nielsen Retail Index Services, Guides to the successful marketing of consumer goods", available at no charge from the Industry Relations Retail Index Division. The guidebook discusses application of data gathered at the point of sale to help marketing men plan and control strategies and improve efficiency.

• **Credit Unions in Illinois** — The 1960 Yearbook of the Illinois Credit Union League shows credit unions continue to hold a significant segment of the state's consumer lending business (\$275 million) and a substantial part of personal savings (\$360 million). It also indicates that over a third of Illinois' 1,673 credit unions are located in the Metropolitan Chicago area. Seventy-seven credit unions have assets of over \$1 million.

• **Education of the Executive** — "Toward the Liberally Educated Executive", edited by Robert A. Goldwin and Charles A. Nelson is now available in a Mentor (50c) paperback book. It is a compilation of twenty-two articles designed to illus-

trate propositions fundamental to an understanding of the education of executives. Originally compiled under sponsorship of the Fund for Adult Education, the articles were written by successful business executives, educators and philosophers. Included is "The Cultivation of the Mind" by Clarence B. Randall, retired board chairman of Inland Steel Company.

• **Australian Plant** — James B. Clow & Sons, Inc. is joining forces with General Industries, Ltd., a 50-year-old Australian company, in joint and equal ownership of a \$3 million cast iron pressure pipe plant to be completed near Melbourne, Australia late in 1961. General Industries presently manufactures cast iron soil pipe, plumbing fixtures, gas and electric ranges, radios and television sets. The new company will be known as Metters-Clow Pty., Limited.

• **Electronic Quality Control** — A system that automatically accumulates, records and prints deviations in the quality of tinplate coils is being produced by Airborne Instruments Laboratory, a division of Cutler-Hammer, Inc. The system makes use of existing sensing stations in the steel plant and automatically records on printed forms extent of the deviations in the predetermined characteristics of every coil of tinplate manufacturer in a production run.

• **Help for Small Business** — Johnson & Johnson has completed the fifth segment of a million dollar long range store-wide improvement program begun in 1946 as a free service to the drug industry. A series of five manuals dealing with stock room modernization and a sound motion picture are designed to help druggists free up wasted capital, influence better buying practices and stimulate increased volume.

• **The Vanishing Uninsurable** — Persons who cannot qualify for life insurance are a rapidly diminishing group. According to the Institute of Life Insurance, only about 3 out of every 100 applications for ordinary life insurance are not accepted by reason of the applicant's health, occupation, habits or family medical history. The ratio of those accepted

(Continued on page 34).

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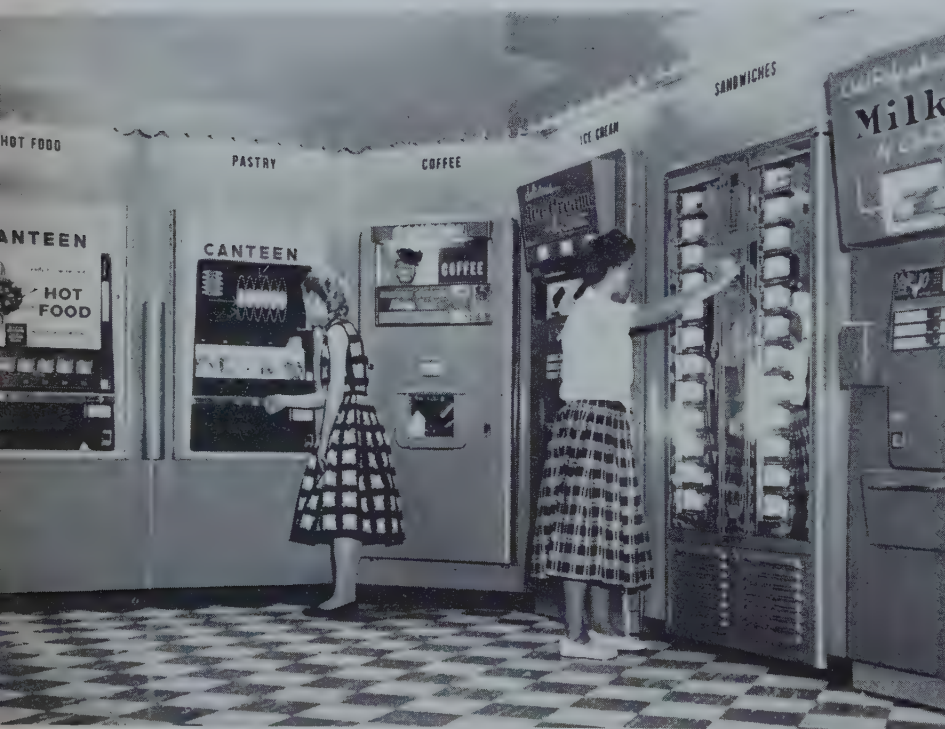


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More than 300 employees at Felsenthal Plastics, Chicago, make daily use of an automatic cafeteria. The installation is operated by The Vend-O-Matic Co., Chicago



This is a typical installation of the Automatic Canteen Company of America. Hot and cold foods are purchased here by Southwestern Bell Telephone Company, St. Louis, employees

MANAGEMENT had a headache: The plant cafeteria was serving up nothing but trouble. The employees who ate there blamed the bosses for poor food. Those on the night shift and weekend crews were disgruntled because the cafeteria didn't serve them at all. And to top it off, the company was

losing \$80,000 a year subsidizing what was supposed to be a special service to employees.

Automation proved to be the aspirin for the headache. Banks of modern vending machines now flank the room where the old steam tables once stood. Other batteries of machines stand flush to the wall, tak-

ing up little space, at strategic locations throughout the plant, saving many employees time-consuming trips to and from the central lunch room.

On 24-hour duty, seven days a week, these dispensers serve a variety of hot meals, soups, chili, hash, stews, hot and cold sandwiches, frosty desserts, pastries, salads, fresh fruit. They brew coffee individually at the drop of a coin, flavor it to taste, pour hot chocolate, serve milk, or should one prefer, iced colas, juices, all flavors of sparkling beverages.

Replaced Subsidy

What's more, these automatic vendors, which are revolutionizing in-plant feeding, erased the company's \$80,000 annual subsidy—replaced it with an \$8,000 a year surplus. Better still, the employees are more than satisfied with the new automatic food service—even are treated to frequent company outings financed by the commissions from the vending operator.

For management, the headache is gone. And in its place is a record of increased productivity made possible by the efficiencies arising from in-plant feeding in an age of automation. Such is the case history of a typical company that has switched from the plant cafeteria to automatic vendors.

In this significant trend, Chicago is at the forefront on two major counts. Many Chicago area plants already have made the change. And here, too, has been created the center of a relatively young, but fast growing vending industry spearheading this development. Three of the nation's four largest automatic vending

Revolutionizing Plant Cafeterias

Coin-operated vendors, dispensing wide variety of hot and cold foods, can eliminate company subsidization of in-plant employee meals

By J. THOMAS BUCK

organizations are based in Chicago. In the Merchandise Mart are the home offices of Automatic Canteen Company of America, the largest of them all. The other two big Chicago based firms are Interstate Vending and the Automatic Merchandising Company, the latter of which is a major subsidiary of the newly organized Automatic Retailers of America, Inc.

"We have only laid the groundwork in automatic vending and in-plant feeding," says Nathaniel Leverone, chairman of the Automatic Canteen Company and a long-time leader in the industry. "From now on big things are going to happen." With its operations now expanding to the international scale, Automatic Canteen in recent years has installed full line food service facilities in many major plants throughout the United States. Nearby, one of its current projects is switching American Motors' Milwaukee plant, with 10,000 employees, to complete automatic feeding.

Cafeteria Replaced

As another new example of such service, Leverone points to the George D. Roper corporation in Kankakee. Here, in a plant with 1,600 employees, Automatic Canteen replaced a company owned cafeteria with three full-line food locations and four refreshment stands catering to coffee-break customers.

In Chicago, as elsewhere, full-line automatic food service is by no means confined to industrial plants. It is being used in all types of locations where persons must eat away from home. In many instances, there

(Continued on page 44)



Travelers in a hurry get quick service from modern vending machines at Chicago's growing O'Hare Airport. Midway Airport also has numerous quick-service vending machines in lobbies and hallways

The Chicago headquarters of Lions International provides 250 employees with fully automated cafeteria facilities. The installation serves an additional 200 persons employed by other firms in the building





Outside the sun may be shining, but inside the Museum of Science and Industry there is one area where lightning flashes, thunder roars and it rains cats and dogs. This is one of many spectacular features of a new permanent exhibit presented by the U. S. Army's Corps of Engineers titled "Water for America's Future," an extensive replica of selected sections of the nation's countryside showing how the Engineers serve the nation in development of water resources



In a live, dramatic presentation on an elaborate revolving stage, the Reuben H. Donnelley Corporation is announcing to advertisers a new service which enables agencies to place a single order through one contact for Yellow Pages advertising in the United States and Canada. A scene from the presentation is shown above



Harold B. Gotaas, dean of Northwestern University's Technological Institute (center) shows members of the faculty committee in charge of the new government-sponsored Northwestern Materials Research Center where a \$7 million addition to the center will be built. Others in the picture (l to r) are Associate Professor Serge Gratch, Professor Morris B. Fine; Professor Pierce W. Selwood; Associate Professor Arno W. Ewald. Not present is Professor Rudolf Frerichs

Business Highlights

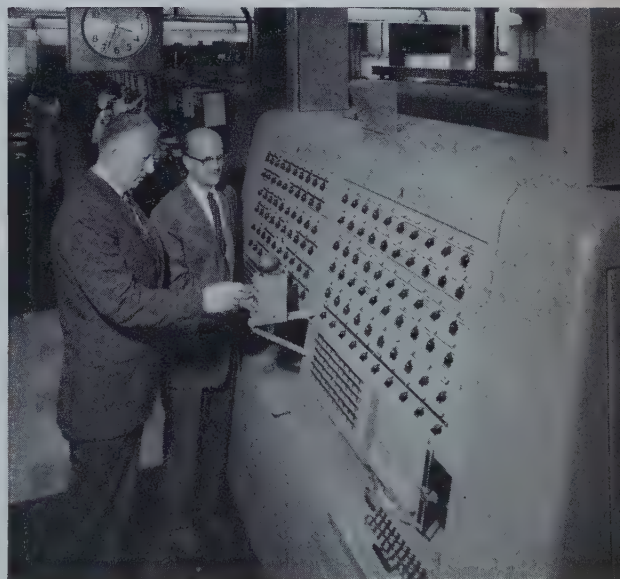
Sol S. Weiner, president, Chicago Printed String Co. (second from l) admires national certificate of achievement earned by Wonderama Products Company, Junior Achievement group sponsored by his firm. With Weiner are Fred Phister (l) and Ken Christy (r), advisors to the JA group and Mary Kay Otte, president of the teen-age JA company which marketed six different products during the 1959-60 JA year



A contract for 3 Farrington optical scanners, devices which "read writing" and automatically convert what has been read into machine language on magnetic tape for further data processing, is signed by J. E. King (center), Vice President and General Manager of Time, Inc., Chicago. With him at signing are (r) William N. Tetrick, President of Farrington Manufacturing Company, and Vin E. Wentworth, Vice President and General Manager of Farrington Electronics, Inc.



"Mike" James holds (right) a pair of the newest in electronics — General Electric's compactrons. The two units combine all of the electron-control functions performed by the five conventional miniature tubes in her other hand. Compactrons are designed to replace tubes in radios, televisions and high-fidelity sets

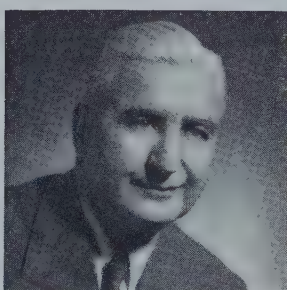


Western Union inaugurates a new telegraph system to provide faster automatic transmission of telegrams within the City of Chicago. G. P. Little, General Manager, Western Union Lake Division, presses button on master control panel to activate the system as C. T. Baumgart, Chicago District Manager, looks on

Highlights

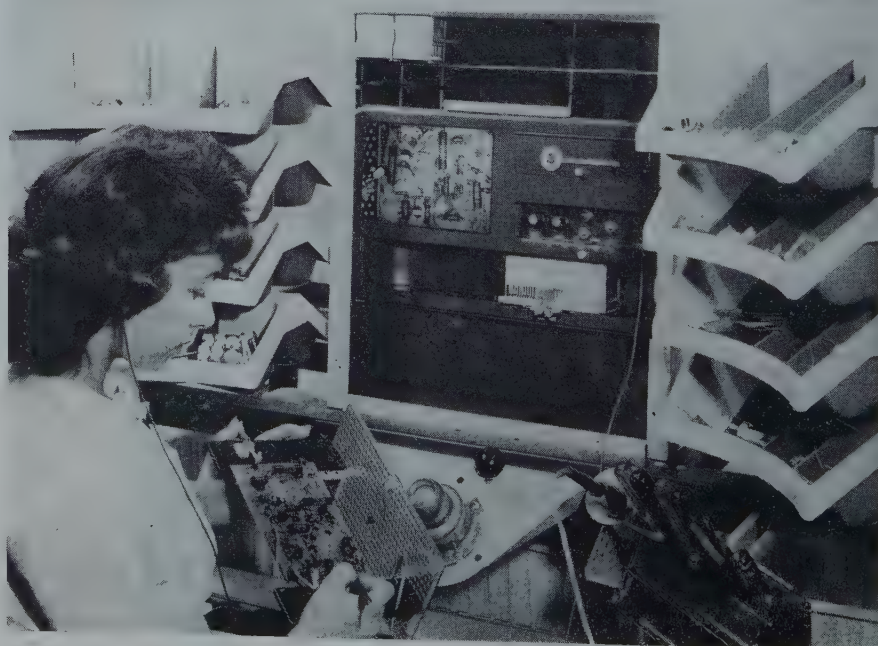
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The First Trust and Savings Bank of Glenview which opened June 30th with the patriotic ceremonies befitting the July 4th weekend, in Glenview, Illinois, is the first new bank to open in the area in several years. Howard K. Hurwith is Chairman of the Board, Harold H. Stout is President and C. D. Christensen, Vice President. Hurwith and Stout hold the same positions with the First Commercial Bank of Chicago



Harris Trust and Savings Bank has announced appointment of (l to r) Donald P. Welles and Burton A. Brannen as Executive Vice Presidents and Directors and Stanley G. Harris as Chairman of the Board. Also named as Senior Vice Presidents were: William O. Heath, Hardin H. Hawes, Charles A. Carey, Harold B. Bray and George S. Allen

Developed by Applied Communication Systems, Culver City, California, a division of Science Research Associates, Chicago, a new audio-visual manufacturing system is said to increase productivity of workers by as much as 40 per cent while reducing defects by as much as 90 per cent. Standardized aural and visual instructions at the work station eliminate need for blueprints, assembly drawings and schematics on the production line



U.S. Economy In World of Conflict



Thomas H. Coulter presents the Conference Summary at the National Military-Industrial Conference

Each year for six years, Mr. Coulter has presented the Conference Summary to the National Military-Industrial Conference sponsored by The Institute for American Strategy. The Sixth Conference brought together leaders of commerce, industry, labor and the military to discuss in public forum the Communist threat to American security in all its ramifications with special emphasis on the economic aspects of the conflict. Following are excerpts from this year's summary. Ed.

An Abridged Summary of the Findings of the Sixth National Military-Industrial Conference

By THOMAS H. COULTER

Chief Executive Officer, Chicago Association of Commerce and Industry

Russians are reliably reported to be spending at least \$100 million annually on propaganda and subversive activities in Latin America alone, and the United States itself is always a prime target of subversive attack.

This is not the sort of peace to induce prudent citizens to lay aside their concern for the future of the free society. So long as Communist goals are unchanged, America will require armed forces capable of parrying limited or total thrusts by an unprincipled aggressor, and the nation will need more advanced research and technical skills to insure that its defenses do not fall behind the Soviet Empire's proven capacity to harness science to war.

It is equally plain that a nation may fail to survive the test of non-

military competition owing to loss of economic vitality, the will to work, and confidence in the moral supremacy of the voluntary system of organizing production. In a free society where the state cannot coerce its consumer constituents, an economic surplus is doubtless necessary to sustain military and scientific spending. Business health is thus a vital factor in national security.

America's prosperity currently faces at least five serious threats:

1. Massive and continued Soviet investment in heavy industry, with the implications of that policy for expanding Communist trade and aid in Asia, Africa and Latin America.
2. Steeply rising competition from our friends and allies in Europe,

(Continued on page 25)



An informal moment at the Conference finds these men (l to r) discussing the program for the day: Chester R. Davis, Senior Vice President, Chicago Title and Trust Company, retired Major General, USA; Ducley C. Sharp, Secretary of the Air Force, and Thomas H. Coulter

PREMIER Khrushchev has stumped America and other free nations talking of peace and promising to end the cold war, but the Berlin crisis is still with us . . . so is Formosa . . . and the Soviet military budget is undiminished. Hungarian youths are still being murdered by the secret police and anti-communist officers are executed daily in Iraq and Cuba. The

Business

By WALTER YOUNG



way. Supposed to be hard, impersonal, relentless in competition, it's been called just about everything but modest; yet that's exactly what it is where its good works are concerned. It wants to be loved, but like the grouch who anonymously gives his shirt to charity appeals, it keeps its lovable qualities under cover. Typical is this remark from a company that toots its horn to the annual tune of \$10 million in advertising billings, when asked to outline its philanthropies: "We have never sought publicity, and we do not seek it now."

Educated Opinion

No one knows the full extent of corporate good works. They're in so many forms that some far-flung organizations can't even tell precisely what their own contributions amount to. But a 1958 survey was a springboard for an educated opinion by Dr. John A. Pollard, researcher, writer, and Vice President of the Council for Financial Aid to Education, Inc. His estimate, based on the Council's findings, is both eye-opening and heart-warming — \$550 million shelled out during that one year. Another agency's survey a decade earlier had settled on about half of that; so not only is the figure sizeable, but it's growing like a mushroom in a darkroom — helped along, unquestionably, by favorable tax laws.

And where does all this money go? Just about everywhere, actually. To Community Chests and United Fund Appeals, to national health foundations. To 4-H Clubs and Boy Scouts and the Y's. To symphony orchestras and art museums. For

THE MOTORIST was in trouble — rainy night, lonesome highway, flat tire. Muttering glumly, he rolled up his trouser cuffs, snapped his raincoat shut, and started digging in the trunk. But that was as far as he got when a brewer's transport pulled up. The driver jumped down and told him to get back in his car, then proceeded to change the tire. Afterward, he refused the payment the grateful motorist offered, explaining that he was under orders to help distressed travelers and his company paid him a bonus every time he reported such an incident. That's all there was to it; even the motorist's subsequent letter of thanks wouldn't have been necessary. The big, soulless corporation merely wanted to help.

A small thing, perhaps — knight-errantry with truck flares. But there are big things, too. There are so many of them that if American business suddenly withdrew from philanthropy, the country would find itself in a staggering social upheaval. Thousands of potential doctors and scientists, denied college opportunities, having to forego their vocational dreams; slum rehabilitation, and constructive youth guidance, severely cut back; cultural progress retarded — these are only a few of the consequences. In one way or another, we'd all be affected.

American business, partial to bragging about its life-enriching products in four-color spreads, is strangely quiet about its costly profitless ventures that enrich life in a different

Wants to be Loved

Corporate good works are not widely known, for business keeps extent of its philanthropies out of publicity releases

good neighbor relations. For company conceived special projects. And for the support of education.

Although, as Dr. Pollard says, "We do not know the total annual dollar value of the scholarships paid for by business and industry," he does venture a guess that education, in various ways, received about \$136 million out of 1958's contributions. A third of that was in the form of unrestricted grants, with specific gifts for buildings and equipment following, and student aid ranking next. One example of what this means to the schools: in 1959, 501 businesses showered \$798,000 on the University of Notre Dame.

The apparent leader in educational giving, an automobile manufacturer, signs annual checks totaling \$5 million plus — a fancy figure that benefits 1600 students, 350 colleges and universities. Altruism and imagination frequently distinguish smaller, but nevertheless substantial budgets. For instance:

Fundamental research gets about a third of one company's \$1.5 million, with no strings attached. Although the company owes its bread and butter to its own experimental curiosity, it doesn't ask draft rights on possible discoveries. It merely says to the universities, in effect, "Use this research money in any way you like. Maybe it'll help somebody." That somebody, after all, could be a competitor.

The Case of the Disappearing Scientists introduced business methods to education, and was so named by a group of oil companies. Their investigation disclosed that a shortage of dedicated high school science teachers was a grass-roots reason for the shortage of university science

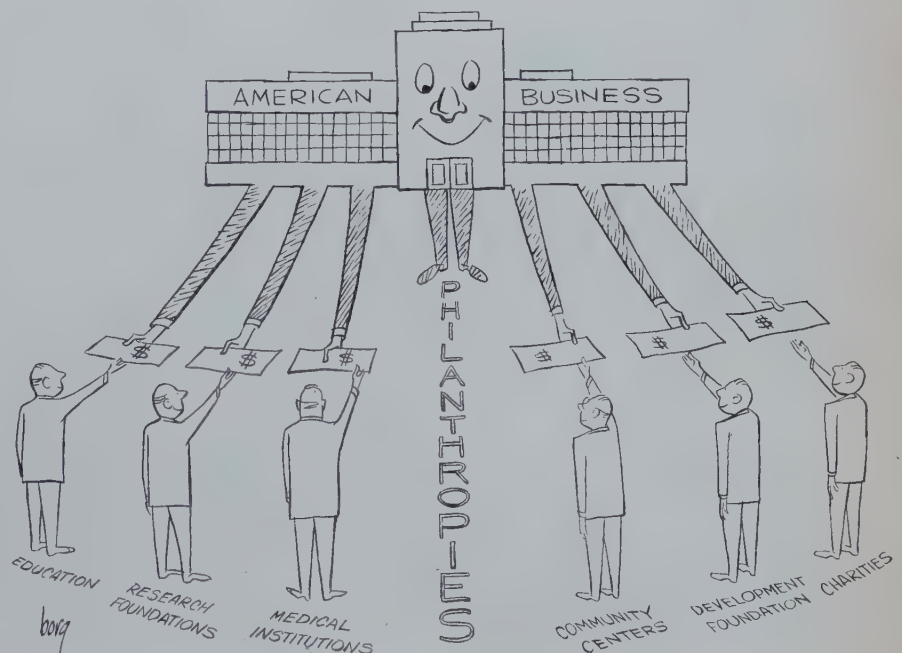
graduates. So they decided a selling job was needed on the teachers, just as sales organizations sell their product merits first to their own salesmen. Result: summer seminars at Cornell and Stanford, pep courses for 100 qualifying science and math teachers each year. The companies' Foundation pays all expenses, and — thoughtfully — gives each teacher \$500 cash in lieu of possible summer job earnings. Hopped up with enthusiasm for their subjects, the teachers return to classrooms skilled at making the sciences alluring to students, as the hard sell goes academic.

Public health is another pet field for corporate money and imagination. A couple of years ago the townspeople of Arcade, New York

were concerned because they had no local doctor for their 2,000 population. But they knew where to go for help, and this is what they got: fund-raising management, medical building architectural services, construction supervision, and finally, a hand-picked doctor. A foundation established by a retailing organization operates the program, supplying the know-how that's just as important as the community's money. In two years 24 towns have completed similar projects and secured doctors, who rent or buy the buildings; another 20-odd are on their way.

Medical and nursing services have long been fringe benefits for millions of life insurance policyholders; and hardly anyone is unaware of the

(Continued on page 36)



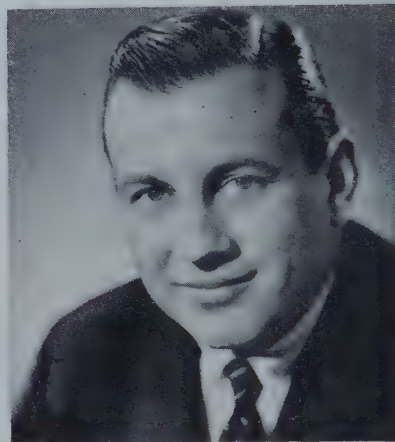


The spacious, sparkling new home of the Chicago International Trade Fair, McCormick Place, the new lakefront exposition center at 23rd street

New Home — New Plans — For 1961 Fair

By RICHARD REVNES

Managing Director, Chicago International Trade Fair



Richard Revnes, Managing Director, Chicago International Trade Fair

THE Chicago International Trade Fair attained maturity and stature among the nations of the world in its two years on Navy Pier. With limited facilities, the Fair achieved what was termed by Dr. Karl Eugen Moessner, director of the world's largest trade fair in Hanover, Germany "amazing progress" in so short a time. This opinion has been reiterated by other international figures who came to the Fair this year.

The 1961 Chicago International Trade Fair is eagerly anticipated and plans for participation are being made by governments and exhibitors who see in the Fair's new headquarters, McCormick Place, new prestige, larger attendance of wholesale buyers and public, and increased opportunities to establish new trade relationships with the Midwest. The new 35 million dollar fully air-con-

ditioned lakefront exposition center is breath-takingly beautiful with every facility to guarantee comfort, cleanliness and most effective display of merchandise.

Increased Facilities

Although the exhibit area is only 25 per cent greater than at Navy Pier, the total building facilities to be used by the Fair, including storage space, conference rooms, restaurants, etc., range from 2½ to 3 times that available at Navy Pier. From the standpoint of exhibitors and governments with pavilions, important factors are economies inherent in the new building. Cost of deliveries and erection of exhibits will be considerably less in McCormick Place. It will not be necessary to do any general decorating and the lighting is outstanding. Fewer special

electrical installations will be required. The height of the display hall means that fewer limitations need to be imposed on physical structures within displays.

The Fair management's expectations for 1961 include substantially increased governmental participation, both in numbers and in size of pavilions. In addition to displays by the better importers of the past two years, it is anticipated that there will be a whole new group of importers and exporters from around the world.

It is also expected that the degree of participation by Chicago manufacturing firms will be greatly expanded. In this area, products suitable for export will be shown to the public and to a large number of foreign visitors. Such expanded participation will help this annual Fair

(Continued on page 31)

U. S. Economy

(Continued from page 21)

Japan and the British Commonwealth.

3. Domestic inflation, the outflow of gold, and the weakening of the dollar.
4. Increasing dependence of the nation for essential raw materials from outside the U.S.A.
5. The gradual replacement of the "work ethic" by the pursuit of pleasure in American life.

The objectives of this Conference were to explore questions like the following, and suggest new courses of action which will lead to sound solutions without sacrificing American ideals or freedom:

- 1... What are the effects of rising imports on U. S. industrial capabilities for defense and war production, and on the economic and military power of the western allies?
- 2... How can we keep productivity abreast of wages and prices?
- 3... How can Western Europe be encouraged to contribute a larger share of the aid flowing to the less-developed nations?
- 4... What must be done to improve the image of America throughout the world?
- 5... Is U. S. private investment abroad a threat to industry and jobs at home, or a valuable contributor to U. S. strategic security?
- 6... Should the U. S. government more actively combat the threat or Sino-Soviet state cartels? If so, how can Washington do this without impairing the scope of free enterprises at home and abroad?
- 7... What specific steps should be taken by U. S. business and government to offset any undue loss of U. S. competitive positions abroad?
- 8... How can a more aggressive American export promotion program be stimulated?

Because these questions embrace fiscal integrity, industrial efficiency, communications and education, as well as scientific prowess and military readiness, our businessmen, bankers, teachers and professional men are also on the battleline of economic defense and play essential roles in the strategy of survival for America.

The Russians believe rapid economic growth is the key to conquest of the world and their economic decisions stem from this ideology. The Communist bloc has all the resources needed for economic growth, namely, materials, manpower, technology, plus the "will." Experts estimate the Russian economy is growing at a rate of between 7 and 9 per cent per year, while the U. S. economy is growing at a rate of less than 3 per cent. While Russian production is presently less than half of the U. S., if the present comparative rates of

growth continue, Soviet industrial capacity will be 80 per cent of ours by 1970.

This rate of economic growth in Russia has great appeal for the newly independent, less-developed nations who, in their frenetic nationalism and revolution of rising aspirations, have a great desire for industrial development and corollary need for economic aid. To help them and further their own political objectives of world Communism, the Soviets now have a liberal \$100 million loan package for undeveloped

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nations at low interest rates of about 2 per cent and generous terms. Since January 1st of this year, Soviet loans of this type have amounted to \$1 billion and are convincing proof of the benefits of Communism to the beneficiaries. Recent examples are deals with Ethiopia, Egypt, Guinea, and Cuba.

Nothing can be done to stop Communist economic growth and the miracles of the past fifteen years will be surpassed in the next fifteen. Announced Soviet foreign economic policy is to so dominate international trade that they can set world prices and replace the dollar with the ruble in world commerce.

Everybody's Business

One of the most revealing observations of this Conference is the growing conviction that combatting Communism is everybody's business. It belongs to us as individuals and can be neither transferred nor ignored. There are tasks completely beyond the powers of the single individual which vital institutions, services and agencies must assume, but alongside them the common man has a crucial assignment. A good example is the World Neighbors organization which arose out of a conviction that one of the great needs yet unmet was the need for understanding in depth between Americans and those whom we must have as friends and neighbors.

Through individual effort, self-help programs have developed in Asia and Africa that have been successful beyond all expectations. Reaching into over 2,000 villages in India, Ethiopia, Egypt, and The Philippines, Americans working shoulder to shoulder with natives have routed Communism and converted its members to our ideal of a free, voluntary society. It is this type of "people to people" relationship that is required of the more than one billion newly independent people now emerging from a society which can only be called feudalistic if they are to find their way to security and freedom.

We have a problem with subversive Communism at home, too. America is organized down to the last county crossroads to understand the danger signals of cancer, polio and heart disease. Hundreds of trade associations, youth groups, and women's clubs donate their resources to

these campaigns. There is no reason, save apathy, why America cannot organize the national defense equivalent of the cancer society to alert our people to a danger that threatens death, not to a single individual but to an entire civilization.

American business with its brainpower and communications skill is finally coming alive to its political and ideological role in preserving the free society. All over the country executives are flocking to a movement called "businessmen in politics." Is there reason to hope that a campaign for "businessmen in strategy" will follow quickly? It will require the total effort of all our manpower in commerce, industry, unions, teaching and the professions, and the well-informed public opinion that develops from conferences like this one.

We need all this effort to meet and beat the Communist multiple-threat strategy because Communism was never the triumph of an idea but, like ward politics, the triumph of organization.

There are areas where government agencies can help private enterprise be more competitive in world markets through extensions of credit terms, special insurance for unusual risks such as inability to convert local currencies and expropriation, in incentives such as tax deductions or deferrals when profits might be better shifted around abroad for a period without necessity of current payments to help build up a broader production and market as proposed in the Boggs Bill now before Congress. It is obvious that, if private enterprise is to compete with the Soviets and be motivated to greater efforts and assume larger risks, sympathetic consideration and assistance in special fields from the government are necessary.

The President has recently directed the government:

- 1... To strengthen the trade promotion services of the Department of Commerce
- 2... To expand and give higher priority to commercial activities of our Foreign Service
- 3... To expand the agricultural trade promotion activities of the Department of Agriculture
- 4... To place greater emphasis on reporting of information useful to American exporters

5. ... To establish new overseas trade centers
6. ... To make fuller use of international trade fairs and trade missions
7. ... To emphasize promotion of tourist travel to the United States.

Here in the Chicago area the Association of Commerce and Industry has initiated an aggressive private program, entitled "Operation Export," to inspire and augment this activity at the commercial and industrial level through participation in overseas trade fairs and sponsorship of trade missions.

Aggressive Posture

The Export-Import Bank is already taking steps to guarantee non-commercial risks for both short and medium term export credits. The various private American banks are also improving credit facilities.

This new aggressive posture in America's export trade results from the fact that the net U. S. merchandise receipts in world trade have fallen from a favorable average balance in the years 1947-1949 of \$6.9 billion, when we had goods to ship and there were not many to be imported, to \$2.8 billion in 1958 and to less than \$1.0 billion in 1959. These figures do not include our dollar payments for grants, aid and investment abroad which have run from \$4 to \$6 billion per annum and have produced an unfavorable overall balance of payments which is serious and needs correction.

Another reason for the export push is our present reliance on foreign sources for essential raw materials and the requirements of foreign exchange to pay for them. We have to import to live. The United States does not produce more than 80 per cent of any of the top list of strategic materials required for our defense, nor more than 60 per cent of two or three of the most important, like copper and zinc. We produce less than 5 per cent of our manganese and must import fissionable materials, also. The list is long and alarming, but points up the essentiality of an expanding volume of foreign trade to meet our increasing consumption and to explode the protectionist theory that high tariffs and restrictions on American foreign investments will provide internal economic security.

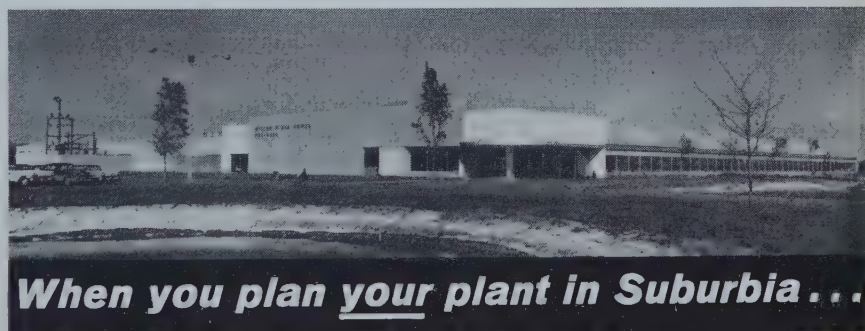
Of major importance to America's international trade is the expanding volume of production in American owned or licensee plants in foreign countries. The value of this trade greatly exceeds exports from the U.S.A. This trade is carried on almost independent of the U.S.A., and is the American businessman's method of meeting foreign competition in countries that otherwise might be closed or unavailable to American exports. Contrary to the impression of some groups that foreign based manufacturing restricts our exports, it actually supplements them, holding certain markets that would otherwise be lost. With the recent development of the European Common Market and its serious implications for our exporters, there has been considerable activity in new American plant investment in that area. Private American investments abroad have increased more than 20 per cent in the past five years and now total approximately \$64 billion.

As the Soviets bring their large and growing resources into play against us in this so-called economic

warfare, the threat to our survival appears to be very great where they have made carefully planned attempts to subvert a nation by economic measures. To help offset this, we should favor and actively lead in assisting peoples of less-developed lands to improve their conditions.

At the government level we can help the less-developed nations most effectively by providing what the French call "infrastructure" to describe roads, harbors, power plants, and other large-scale basic capital requirements not otherwise available to them. From such basic facilities they can accelerate their economic growth by using whatever capital they have, plus private investment from the West, which results in the creation of jobs, production for increased living standards, and finally building new markets for our goods. In many of these countries annual income per capita is less than \$100 per year and is substantially less than the annual increase in per capita income in America.

The income gap between the industrialized nations and the under-



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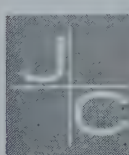
Despite its many advantages, location of your new plant in Suburbia is not without its problems. Water supply, fire safety, local codes are but a few typical examples. And each of these problems is another good reason to meet the Men from Chapple!

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developed countries is widening. The "haves" have more and the "have nots" have less. This is a bitter source of envy and discontent and provides a fertile ground for subversion and intrusion of Communist philosophies and ideology.

Hunger and poverty are increasing in the world. Because of the population explosion, the less-developed nations are outrunning their food supply. 750 million newly independent people in these countries are in social ferment and ripe for Communism. Even Latin America

faces a serious problem as it struggles with the most rapidly increasing population rate in the world today. There are presently 134 million people in South America. It is predicted that this will increase to 600 million in the next 30 to 40 years, while the population of North America will only increase from 256 million to 350 million in the same period. Because of this rapid growth, Latin America's standard of living must inevitably decline unless a continuous flow of foreign capital, able management, and sound government

are available. Latin America, therefore, deserves special attention in the strategy of economic warfare.

It should never be forgotten that the idea of foreign aid was born in this country and that it is due to the generous attitude of the United States that a number of countries in the free part of Europe are now in the position and willing to share the burden shouldered by the United States for many years alone.

We seek the help of any country that believes in the individual worth and dignity of a free man. We earnestly hope for growth in their strength and self-reliance. Nonetheless, as of now, none of these nations, nor all of them together could withstand the threats of the Communist dictators except they join with us.

Need More Spokesmen

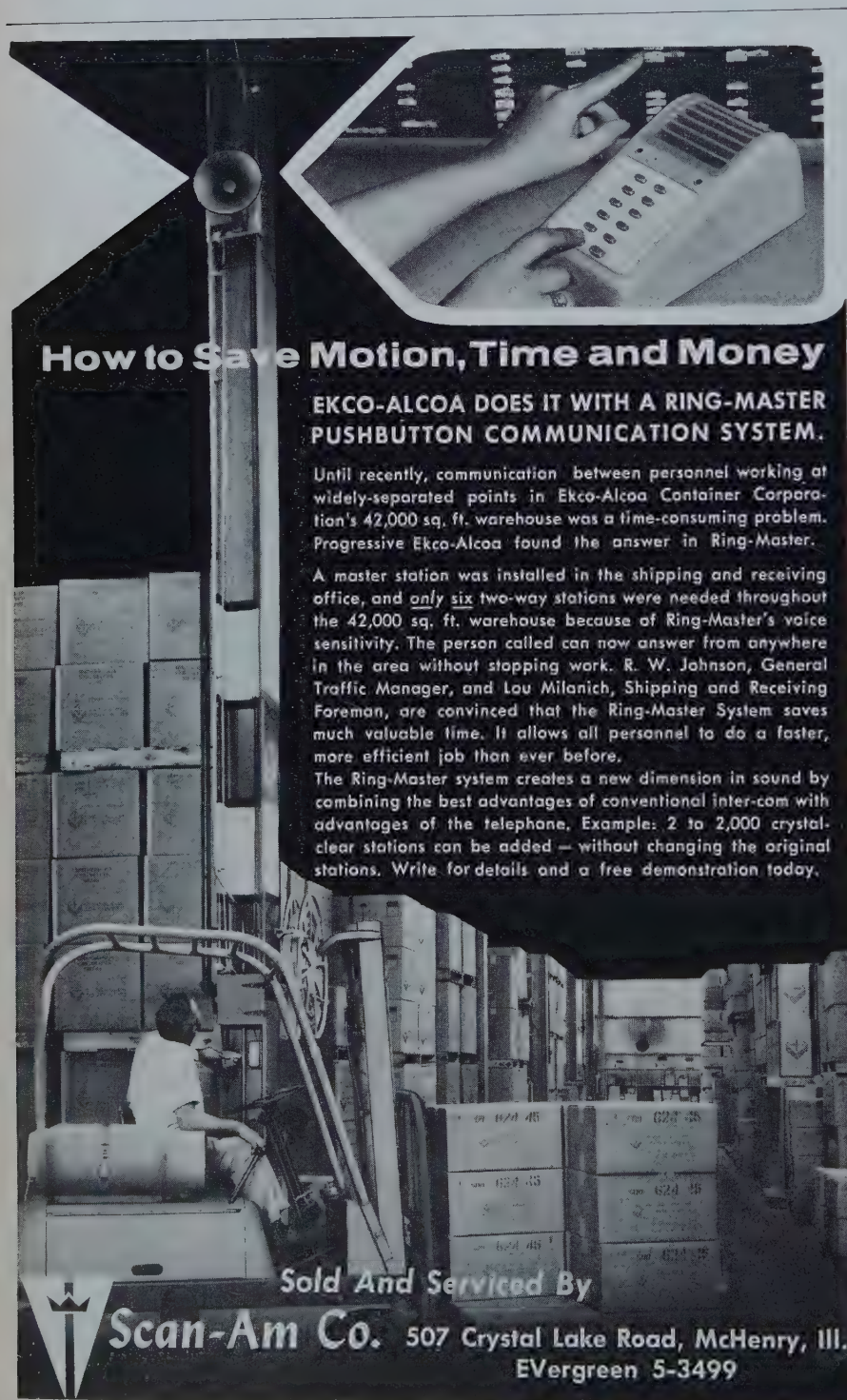
If these conclusions are in the main correct, it seems to follow that freedom, if it is to be defended in today's world, must flourish in America. Furthermore, Americans must know what they believe. We need more spokesmen and fewer apologists. Our future will be infinitely more secure when more of us are able and willing to state our faith solidly based in Christianity.

To be successful as a self-governing people at home we need a new emphasis on self-discipline and a new personal self-dedication to a solution of our problems consistent with our American heritage.

Let us note as examples two problems to which we need to pay attention. We have a long-range problem of inflation. Its primary cause is spending by the national government of more than it is willing or able to collect in taxes. Popular sentiment is against inflation. There is general knowledge that nations unable to manage their fiscal problems are weak and unstable, and that they finally must qualify the promises so glibly made. Budgetary irresponsibility arises primarily from the assumption that there is something to be had for nothing, or more likely, at someone's else's expense.

Another problems calls for solution. It is most difficult because many citizens have an inherited attitude inconsistent with present facts. This attitude is that Big Labor

(Continued on page 35)



How to Save Motion, Time and Money

EKCO-ALCOA DOES IT WITH A RING-MASTER PUSHBUTTON COMMUNICATION SYSTEM.

Until recently, communication between personnel working at widely-separated points in Ekco-Alcoa Container Corporation's 42,000 sq. ft. warehouse was a time-consuming problem. Progressive Ekco-Alcoa found the answer in Ring-Master.

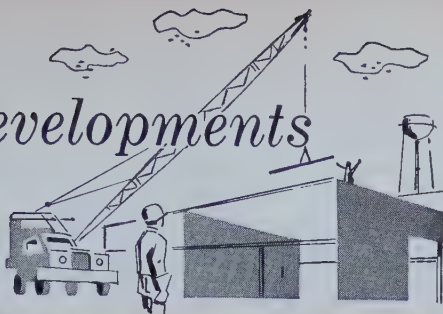
A master station was installed in the shipping and receiving office, and only six two-way stations were needed throughout the 42,000 sq. ft. warehouse because of Ring-Master's voice sensitivity. The person called can now answer from anywhere in the area without stopping work. R. W. Johnson, General Traffic Manager, and Lou Milanich, Shipping and Receiving Foreman, are convinced that the Ring-Master System saves much valuable time. It allows all personnel to do a faster, more efficient job than ever before.

The Ring-Master system creates a new dimension in sound by combining the best advantages of conventional inter-com with advantages of the telephone. Example: 2 to 2,000 crystal-clear stations can be added — without changing the original stations. Write for details and a free demonstration today.

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Industrial Developments

IN THE
METROPOLITAN
AREA



IN JULY, investment programs in industrial plant and warehouse facilities totaled \$50,239,000, bringing the cumulative 7 month figure to \$163,541,000. Twenty-seven projects were announced in July making a total of 213 projects in the first 7 months of this year.

Comparable figures for 1959 are \$107,997,000 in plant investment programs announced in July of last year and \$198,359,000 in the first 7 months. The July figure in 1959 was one of the largest monthly totals on record and should not be taken as typical. The July 1960 figure is a very substantial investment total for one month, and exceeds any other month so far this year by a large margin. The number of projects included in last year's announcements numbered 30 in July and 230 in the first 7 months.

• **Chicago Regional Port District** has embarked on a major expansion of its facilities which will approximately double the capacity of the present Lake Calumet Port. Construction plans call for a 3500 foot wharf to handle eight ocean going vessels simultaneously. The accompanying cargo sheds and back-up warehouse will have a combined floor area of 650,000 square feet. A dock facility for handling steel cargoes will be constructed, and a large elevator will be erected in addition to the two elevators presently located in the Port. The District will also construct a six unit truck terminal to serve the entire Port area. Recreational facilities for ships' crews will also be built. In addition to the construction by the Port District, a large tank farm is being planned for the east side of the Lake Calumet channel to be erected by a private operator not yet disclosed.

• **Standard Oil Company (Indiana)** is erecting a 12,000 barrel per

day alkylation plant at its Whiting Refinery which is scheduled for completion early in 1961. The addition to Standard's refinery is designed to combine and up-grade components of liquefied refinery gases into high grade gasoline stock required for high compression automobile and piston aircraft engines. The unit will employ a sulfuric acid catalyst process, which was designed by Standard's Whiting research laboratory. Much new instrumentation and process equipment will go into the project, which is being erected by Bechtel Corporation. It will include three 120-foot reactors and a 150-foot high fractionating tower.

• **Walter E. Selck and Company, Inc.**, 225 W. Hubbard street, is erecting a new plant with 82,000 square feet of floor area in which the firm will produce its line of metal mouldings. The plant was designed and is being erected by Klefsch Engineering Company in Harwood Heights.

• **Robert O. Law Company**, 2100 N. Natchez avenue, is adding 60,000 square feet of floor area to its Melrose Park plant for use as office and warehouse space. The Law Company is engaged in printing and bookbinding. Clearing Industrial District, Inc. designed and is erecting the structure.

• **Illinois Lock Company** has announced its plans to erect a 50,000 square foot plant in the Wheeling Industrial Center to replace its present headquarters at 800 S. Ada street. The company manufactures locks and door closers. Hogan and Farwell, Inc., exclusive agents for the Wheeling Industrial Center, acted as broker in the transaction.

• **Klemp Metal Grating Corporation**, 6601 Melvina avenue in Bed-

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ford Park, producer of steel mats, conveyor belts, grating, stair treads, and other fabricated metal products, a wholly-owned subsidiary of Shelley Steel Company, has acquired a building at 1132 W. Blackhawk street to which the firm will move its facilities. The newly acquired building contains 180,000 square feet of floor area on an eight acre

site. It is adjacent to the Chicago River and the Turning Basin, which accommodates deep-water shipping. Nicolson, Porter & List, Inc., broker.

• **Ekco-Alcoa Containers, Inc.** is adding 57,000 square feet of floor space to its plant in Wheeling which manufactures aluminum foil containers for frozen food products.

The firm is a jointly owned subsidiary of Ekco Products Company and Aluminum Company of America. Abell Howe Company is erecting the structure.

• **Hallcrafters Company**, 4401 W. 5th avenue, has purchased a site for future plant location in the North-western Industrial Park of Rolling

Trends

(Continued from page 10)

EMPLOYMENT AND PAYROLLS:

	June, 1960	May, 1960	April, 1960	June 1959	6/60 vs 6/59 % Change	Cumulative—6 months 1960	% Change From 1959
Total Labor Force (000).....	3,037.7	3,006.5	2,997.6	3,039.3	- 0.1	A 2,999.7	- 0.1
—Employed (000).....	2,885.4	2,878.0	2,867.1	2,897.1	- 0.3	A 2,859.6	+ 0.7
—Non Agric. Wage & Salary (000).....	2,586.0	2,571.2	2,568.2	2,590.8	- 0.2	A 2,562.4	+ 0.9
—Manufacturing (000).....	964.4	961.2	970.5	988.3	- 2.4	A 973.4	+ 0.8
—Durable (000).....	631.2	632.3	640.7	652.0	- 3.2	A 642.8	+ 1.6
—Non Durable (000).....	333.2	328.9	329.8	336.3	- 0.9	A 330.6	- 0.6
—Non-Manufacturing (000).....	1,621.6	1,610.0	1,597.7	1,602.5	+ 1.2	A 1,589.0	+ 0.9
—Unemployed (000).....	141.8	128.5	130.5	142.2	- 0.2	A 138.4	-27.6
Insured Unemployment Cook and DuPage Counties (000).....	42.3	46.0	48.5	40.3	+ 5.0	A 47.5	-21.8
Families on Relief (Cook County).....	35,369	36,453	36,722	38,974	- 9.3	A 36,162	- 3.6
Weekly Earnings in Mfg. (6 Ill. Cos.)..... \$	99.79	\$ 99.46	\$ 98.11	\$ 100.44	- 0.6	Ax \$ 99.38	+ 1.5
Weekly Hours in Mfg. (6 Ill. Cos.).....	40.1	40.1	39.7	41.4	0	Ax 40.1	- 1.5

CONSTRUCTION AND REAL ESTATE:

All Building Permits—Chicago.....	2,768	2,601	2,644	3,010	- 8.0	T 12,580	- 8.5
—Cost (000)..... \$	25,564	\$ 77,284	\$ 28,663	\$ 30,312	-15.7	T 197,078	+48.7
Dwelling Units Auth. by Bldg. Permits—(Bell Savings & Loan Assn.).....							
—Single Family Units (No. of).....	2,831	3,122	3,046	4,321	-34.5	T 13,706	-29.5
—Apartment Units (No. of).....	797	3,469	901	1,856	-57.1	T 7,835	+ 6.8
Construction Contracts Awarded.....							
—All Contracts (000).....	\$167,277	\$133,985	\$127,119	\$127,119	+24.8	T \$764,150	+ 6.6
—Non-Residential Contracts (000).....	\$ 55,267	\$ 57,603	\$ 77,128	\$ 32,554	- 4.1	T \$301,131	+35.7
—Commercial Contracts.....	\$ 27,464	\$ 17,017	\$ 29,551	\$ 11,021	+61.4	T \$119,133	+84.5
Vacant Industrial Bldg. (1954-55=100).....	93.9	92.9	90.6	92.5	+ 1.5	A 91.4	- 3.0
Idle Electric Meters (% of all Meters)*.....	2.03	1.99	1.83	1.87	+ 8.6	A 1.92	+ 4.9
Industrial Plant Investment (000)..... \$	15,161	\$ 12,539	\$ 13,232	\$ 15,614	- 2.9	T \$113,302	+25.4
Construction Cost Index (1913=100).....	661	654	654	643	+ 2.8	A 655	+ 3.1
Structures Demolished—City of Chgo.....	472	79	147	231	+104.3	T 1,215	+ 3.8
Real Estate Transfers—Cook County.....	6,201	5,663	5,191	7,555	-17.9	T 30,608	-14.5
—Stated Consideration (000)..... \$	3,788	\$ 3,165	\$ 2,453	\$ 6,204	-38.9	T \$ 19,407	- 8.2

FINANCE:

Fed. Res. Member Banks in Chicago.....							
—Demand Deposits (000,000)..... \$	4,168	\$ 4,098	\$ 3,983	N.A.	N.A.	A \$ 4,172	N.A.
—Time Deposits (000,000)..... \$	1,937	\$ 1,895	\$ 1,885	N.A.	N.A.	A \$ 1,889	N.A.
—Loans Outstanding (000,000)..... \$	4,710	\$ 4,752	\$ 4,664	N.A.	N.A.	A \$ 4,608	N.A.
—Com. & Industrial Loans (000,000)..... \$	2,802	\$ 2,858	\$ 2,858	N.A.	N.A.	A \$ 2,750	N.A.
Bank Debits—Daily Average (000).....	\$805,338	\$786,321	\$719,661	\$729,640	+10.4	A \$770,826	+ 7.4
Chicago Bank Clearings (000,000)..... \$	5,590	\$ 5,563	\$ 5,230	\$ 5,581	+ 0.2	T \$ 32,949	+ 2.9
Insured Savings & Loan Assoc. Cook Co.							
—Savings Receipts (000,000).....	156.0	114.0	122.8	147.3	+ 5.9	T 839.2	+ 4.5
—Withdrawals (000,000).....	90.3	75.7	90.8	86.2	+ 4.8	T 615.2	+16.2
—Mortgage Loans Orig. (000,000).....	90.9	81.2	71.1	129.6	-29.9	T 417.0	-28.7
Business Failures—Chicago.....							
—No. of Failures.....	39	21	45	40	- 2.5	T 185	+ 9.5
—Total Liabilities (000)..... \$	4,909	\$ 764	\$ 2,155	\$ 2,391	+105.3	T \$ 11,636	- 2.2
Midwest Stock Exch. Transactions:.....							
—No. of Shares Traded (000).....	3,144	2,598	2,393	2,741	+14.7	T 16,075	-11.3
—Market Value (000).....	\$118,400	\$103,851	\$ 98,409	\$121,703	- 2.7	T \$649,743	-11.8

TRANSPORTATION:

Carloads of Rev. Frt. Originated.....	113,459	111,463	116,280	128,427	-11.7	T 699,500	- 2.2
Express Shipments: Rail, No. of.....	644,095	660,951	687,912	698,015	- 7.7	T 4,043,690	- 7.5
Air, No. of.....	86,875	82,953	83,395	83,269	+ 4.3	T 512,370	+ 6.0
Natural Gas Dlv'd. by Pipe Line (000,000 Cu. Ft.).....	31,518	34,684	35,585	29,072	+ 8.4	T 217,250	+21.3
Freight Originated by Common Carrier Intercity Trucks—(Jan. 1958=100).....	121.0p	120.5	123.8	130.1	- 7.0	A 123.9p	+ 3.1
Air Passengers: Arrivals.....	545,940	525,613	486,926	541,173	+ 0.9	T 2,869,541	+ 4.7
Departures.....	555,402	524,395	485,929	552,831	+ 0.5	T 2,896,153	+ 4.5
Chicago Transit Authority Passengers:.....							
—Surface Division (000).....	35,397	35,817	35,765	37,027	- 4.4	T 215,382	- 1.3
—Rapid Transit Division (000).....	9,386	9,299	9,539	9,298	+ 0.9	T 56,980	+ 0.5
Air Mail Originated (000 Pounds).....	3,385	3,385	3,477	1,552	+118.1	T 20,151	+115.6
Barge Line Freight Orig. (000 lbs.).....	244,309	307,398	340,127	289,933	-15.7	T 1,624,663	- 3.3

T=Total of 6 months. Tx=Total of 5 months. A=Average of 6 months. Ax=Average of 5 months. LM=Latest Month. p=Preliminary
NA=Not Available. *Indicates residential vacancy rate. r=Revised.

Meadows. The new site contains thirty acres on the east side of Hicks road and south of Northwest highway. It will be served by the Chicago and North Western Railway. The company has no immediate plans for utilizing the site at the present time.

- **General Refractories, Inc.** in Gary, is adding an office and manufacturing building to its plant which will contain 32,000 square feet of floor area designed by Westing A. Pence and being erected by John F. Chapple & Company.

- **Roberts and Porter, Inc.**, 555 W. Adams street, has erected a new 30,000 square foot plant and headquarters office building at 4140 W. Victoria street where it will process and distribute graphic arts supplies. The firm was founded in 1897 and now operates nationwide. J. Emil Anderson & Son, Inc., builder.

- **Belden Manufacturing Company**, 415 S. Kilpatrick avenue, has acquired a 30,000 square foot building at 333 S. Kilpatrick avenue, which it will utilize for storage purposes after extensive remodeling. Sturm-Bickel Company and Bennett & Kahnweiler, brokers.

- **General Steel Warehouse Company**, 1830 N. Kostner avenue, is adding 11,000 square feet of warehouse space to existing facilities. Fred Dolke, architect, The Cook Company, general contractor.

Plans For 1961 Fair

(Continued from page 24)

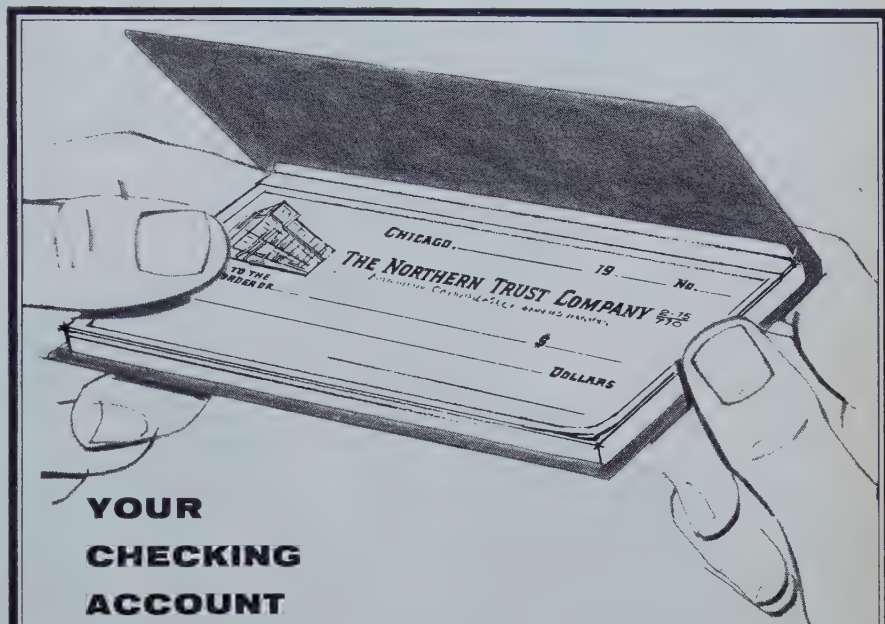
to improve its position as a full-fledged marketing event in international trade. In 1960 a total of 13,188 registered trade visitors were from outside the Chicago metropolitan area—including buyers from 50 states

Plans have been made for a special promotion to encourage more foreign visitors to come to Chicago during the Fair in 1961. Fair Management soon will begin extensive promotion efforts in South America, Canada, Mexico and Japan to attract businessmen and buyers in large numbers. Plans currently are being developed with various international airlines to offer foreign visitors package tours which will make Chicago a focal point of international tourism and trade.

Many new marketing concepts are being developed which promise to make the 1961 Fair more exciting, more glamorous and interesting both to buyers and public. There is the possibility that Chicago merchants will create individual bazaars featuring imported merchandise. The ABC Company, for example, as a leading retail organization in Chicago, would have an Oriental bazaar for the retailing of goods from Far Eastern countries. The XYZ Company might feature a Middle Eastern or European marketplace for the sale

of products to the public. Nationals of the countries represented in the various bazaars could be on hand in costume to sell the merchandise and explain it to the public.

The Fair's entertainment and cultural programs which have brought so many accolades during the past two years are becoming institutions in the Midwest and have pushed Chicago into the limelight as a center of international culture during the summer. These programs will be expanded and improved in the new home of the Fair, McCormick Place's



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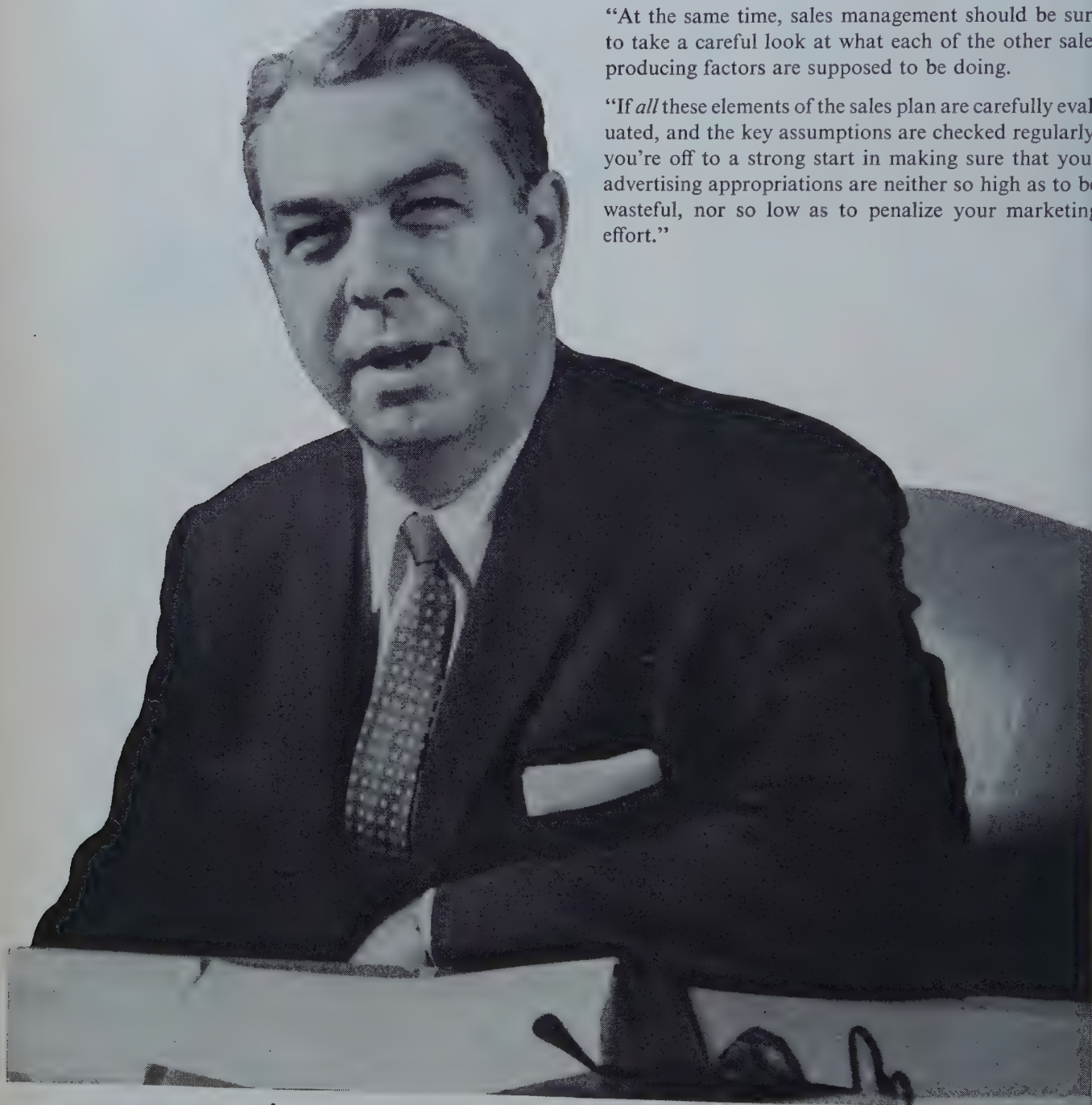
"How much is enough for advertising?"

JOHN R. SARGENT, partner in the nationally-known management consultant firm of Cresap, McCormick and Paget, points the way toward solution of one of top management's knottiest problems.

"Good sales management generally knows the crucial sales problems faced by each one of its products. Through good advertising advice plus experience, trial and error, and some judicious advertising testing, sales management also can come to have a good understanding of what advertising can and cannot do.

"At the same time, sales management should be sure to take a careful look at what each of the other sales producing factors are supposed to be doing.

"If *all* these elements of the sales plan are carefully evaluated, and the key assumptions are checked regularly, you're off to a strong start in making sure that your advertising appropriations are neither so high as to be wasteful, nor so low as to penalize your marketing effort."

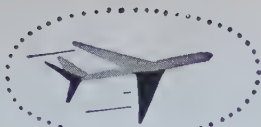


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Transportation and Traffic



THE INTERSTATE Commerce Commission has announced that its staff has been instructed to include participating shippers as defendants or respondents in court actions brought against motor carriers for violations of the Interstate Commerce Act. The Commission cited the following ways in which shippers actively participate and assist the carriers in violation of the Act:

"1. Unauthorized operation by a carrier under the guise of a lease of vehicles to a shipper when in fact the vehicles are not operated under the control of the shipper.

"2. 'Buy and sell' operations, i.e., by a purported sale to the carrier of the commodity transported it is attempted to make it appear that the transportation is that of a private carrier instead of transportation for hire.

"3. Tariff violations in which the shipper secures transportation at less than the lawful charges, or secures services of the carrier not provided in its tariff.

"4. Extension of credit beyond the periods provided in the Commission's regulations for rendering and collecting bills for transportation charges."

The Commission's announcement points out that "Title 18, Section 2 of the Criminal Code provides that a person who aids, abets, counsels, advises or induces another to commit a crime is a principal in such offense. Hence, shippers who aid and abet a carrier in conducting unauthorized operations are equally guilty of such offense." The board of directors of the Transportation Association of America recently passed a resolution commending the Interstate Commerce Commission and the National Association of Railroad and Utility Commissioners for their activities in the enforcement of laws

directed toward illegal transportation and urging that all efforts of such bodies to curb illegal for-hire carriage be accelerated "because of the harmful effect of such carriage upon the preservation of a strong national transportation system."

• **Merger Plan of Four Railroads**

Announced: A merger plan to combine into a single system the Great Northern; Northern Pacific; Chicago, Burlington and Quincy; and Spokane, Portland and Seattle railroads was announced in July. The merger, if approved by stockholders, the Interstate Commerce Commission, Securities and Exchange Commission and the Internal Revenue Service, will result in a single system of 24,597 miles of trackage in 17 states and two provinces in Canada. Gross operating revenues of the four railroads in 1959 was \$735.7 million and the net income was \$70.4 million. The announcement was made in a joint statement by John M. Budd, Robert S. Macfarlane and Harry C. Murphy, presidents of the Great Northern, Northern Pacific and Burlington lines, respectively. The management of the new company would consist of Mr. Macfarlane as chairman of the board, Mr. Budd as president, and Mr. Murphy as vice chairman of the board. The announcement points out that integration of the four lines would be a gradual process requiring at least five years and that natural turnover and retirements would make displacement of employees negligible.

• **President Signs Great Lakes**

Pilotage Bill: President Eisenhower has signed S. 3019, the so-called Great Lakes Pilotage Act of 1960. The new law establishes pilotage requirements for oceangoing vessels in their navigation of U.S. waters of



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the Great Lakes and St. Lawrence Seaway. It requires vessels to have experienced U.S. or Canadian registered pilots while operating in those portions of the Great Lakes or Seaway to be designated by the President. It does not, however, require the use of pilots in open waters on the Great Lakes. The bill, which was prepared and introduced after negotiations with Canadian interests, takes into consideration the economies of operation as well as safety requirements. Earlier proposed legislation would have sharply increased shipping costs by requiring that pilots be carried aboard oceangoing vessels in all U.S. waters of the Great Lakes, including open waters, even though the vessel carried qualified officers. The new law was supported by the Chicago Association of Commerce and Industry at hearings before House and Senate Committees.

• **I.C.C. Finds Order Bill of Lading Charge Unjust and Unreasonable:** The Interstate Commerce Commission, on reconsideration, finds the terminal charge of \$3.00 per shipment on all railroad less carload or any-quantity shipments moving under order bills of lading unjust and unreasonable. The carriers have been ordered to cancel the charge on or before July 29, 1960. The charge was approved by the Commission in a prior report and it became effective August 20, 1959. The proceeding was reopened for reconsideration on the petition of various shippers and shipper organizations. The protestants opposed the charge on the grounds that the railroads did not show that they incur any additional expense directly attributable to the handling of order bills of lading and that the charge bears no logical relation to the services, if any, performed thereunder. In its latest findings the Commission said: "... the evidence is not persuasive that the respondents incur, in the handling of shipments moving under order bills, substantial additional expenses that are necessarily peculiar to the handling of such shipments. Moreover, if such expenses are incurred, the burden is upon the respondents to establish that the additional charge proposed does not exceed substantially such additional expense. This they have not done. In these circumstances, the

proposed charge may not be approved."

• **President Signs Bill Extending 10% Tax on Travel:** President Eisenhower on June 30 signed H.R. 12381 extending the 10 per cent tax on the transportation of persons until June 30, 1961.

Here, There and Everywhere

(Continued from page 15)

for life insurance increases when the large numbers of group and industrial policies are included. Only one job classification remains totally uninsurable, experimental jet aircraft pilot.

• **Synthetic Rubber** — Since introduction on June 5, 1940 of the Ameripol tire, first passenger-car tire containing a substantial proportion of synthetic rubber, Americans have used up 12,200,000 long tons of synthetic rubber, according to J. W. Keener, president of the B. F. Goodrich Company. Use of man-made rubber, in fact, has increased to the point where U.S. synthetic rubber consumption in 1960 is expected to reach a record 67.4 per cent of all new-rubber usage.

• **Japanese Quality Assured** — The question of quality of Japanese-made portable radios — of which six million were sold in the United States last year — is in part answered by Bulova Watch Company, Inc. It reports that resident U.S. quality control engineers in Japan supervise inspection of every component during assembly. Finished radios receive 10 inspections before shipment, and every transistor is checked here, in the set. Some "tolerances" in these tiny sets involve watch-like clearance of a hundredth of an inch.

• **Executive Job Dip** — Evidence that businessmen were considerably "shook up" over poor guesses on the economic trends in early 1960 was seen in a national survey of the executive market. "Executrend", quarterly national survey of upper and middle management positions, compiled by Heidrick and Struggles, Inc., Chicago-based national executive recruiting firm, showed a sharp decline in executive openings for the second quarter — 15.4 per cent

down from first quarter 1960 and 4.1 per cent under second quarter 1959. Among discernible characteristics of the current executive market, Heidrick and Struggles listed these: executive demand, though down, still continues at a high level; engineering and scientific executives capable of filling requirements of industry's broadening research and development programs are the most difficult to find and the greatest number of executive positions is in the marketing and sales area.

Bank Capital Increased — A twenty per cent stock dividend voted by shareholders of The Mid-City National Bank of Chicago increases capital of the bank from \$1,250,000 to \$1,500,000 according to W. O. Schultz, President. Combined capital and surplus have been increased to \$3,000,000 while undivided profits remain at \$1,313,000. Deposits total \$59,000,000.

U. S. Economy

(Continued from page 28)

is weak and Big Business is strong. We have recognized the principle that in case a concentration of economic and political power threatens the public interest, the latter is paramount. Hence antitrust laws and procedures under them when it is deemed that competition or the public interest is damaged.

The board of directors of a big union, with union shop protection and industry-wide bargaining under present national laws as currently administered, is very powerful indeed. In the most recent steel strike repeated polls of members of the union involved showed that they did not think it wise to strike. The reasons they gave were good. The polls also showed that if a strike were called they would walk out. It was called. They did.

We lost better than four months of use of all the billions of invested capital and more than 500,000 men were idle for a like time. Obviously this increased dramatically the real cost of producing steel. The public will pay. The public includes these workers and all others.

Whether employers and unions prefer to bargain collectively or carry out government wage decrees . . . as they already do in many other countries . . . is a question with a great degree of timeliness.

For if and when government begins to govern the subject matter of collective bargaining . . . wages, hours, working conditions . . . it is but a short and very easy step to government determination of prices, profits, and production. When that point is reached, our system will be indistinguishable from Communism, no matter what we call it. It is axiomatic that a free labor movement is one of the prerequisites of a free economy.

In every nation where industry has lost the right to manage . . . as in Peron's Argentina, Franco's Spain, Hitler's Germany, and Mussolini's Italy . . . the take-over of business was preceded by the destruction or take-over of trade unions.

The lesson of history, if nothing else, should give pause to those who are attempting to cure labor problems by destroying labor unions. The fact is of course, that unions do not create these problems, they merely give them expression. And the destruction of trade unions would not cure the problems, it would only aggravate them.

Certainly the duty to bargain collectively often challenges an employer's ingenuity and patience. But the

alternatives would go much farther. They would challenge his right to exist. And, despite the aggravations that sometimes accompany free collective bargaining, this system has undeniably strengthened and served the interests of employers, workers, and the nation. These problems are to be sure economic, yet their primary solutions are political. It is time good people had a true revival of interest in politics. Not in politics primarily for power and influence but in politics as the art and practice of self-government.

Governments create inflation. Undue concentration of power always has the connivance or at least the consent of government. We govern ourselves and the mistakes are our own. Quite generally they are mistakes of omission. Plato said a long time ago that there was a penalty for not taking part in government, and it was that you would be ruled by your inferiors.

No man can discharge his duty as a citizen by voting. He must take part in the selection of candidates. He must help elect them and he must support them after they are elected, and this is only part of it. Issues must be understood. Leader-

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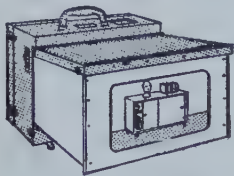
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ship is necessary in every community to create the sort of understanding necessary if politicians are to be statesmen. This is where you come in.

America's future looks bright indeed, provided citizens like us make it so. Nothing less is concerned than the future of the magnificent traditions which caused Lincoln to say that America was the last best hope of earth. It is time each of us made up his mind to work as diligently at the business of self-government as he now does at what he considers his job. And most important of all: Let us revise our national attitude from one of "peace and prosperity" to something along lines more appropriate to this moment in history, such as "sacrifice and survive." This is our job.

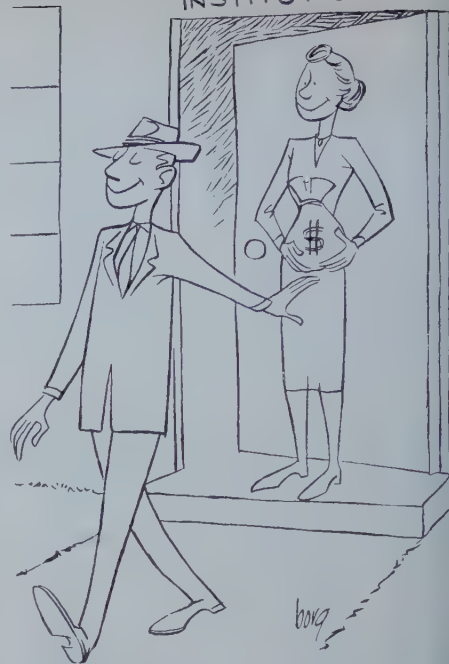
Business Wants to be Loved

(Continued from page 23)

health-booklet distribution that has been carried on for fifty years by one large insurer. Since 1909, an almost incredible 1.75 billion of the booklets have gone out to teach, advise, and exhort. The company's files are bursting with letters from grateful recipients—a young mother saves her two-year-old's life with artificial respiration; a man recognizes a cancer warning in time and is cured. The financial interests of the companies aren't really involved; for while a man of 30 has gained 5.7 extra years of life expectancy since 1900, his insurance rates have reflected this improvement. Longer life, lower rates—the public gains on both counts.

One of industry's gigantic jobs in slum rehabilitation is moving forward within the concentration of

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INSTITUTIONS



Most companies do not seek publicity for their philanthropies

Indiana cities that form Chicago's doorstep. Blight-stricken mile after mile, the area has been called by Dr. Frederick L. Hovde, President of Purdue University, "a great test tube into which has been poured the ingredients of practically every social and political problem which could possibly develop in an industrial society." More than one civic planner has taken a look at the decay and thrown up his hands, convinced that, like migraine, it's something that just has to be lived with. But the Purdue-Calumet Development Foundation doesn't agree.

Set up in 1954, the Foundation has long-range regenerative plans that may eventually operate as far east as Gary. Huge sore spots are already being exorcised and rebuilt. The studies and planning are in Purdue University's capable hands; but so ambitious a project takes more than studies and planning—it takes money, in seven-figure bundles. And the angels for the Foundation are business and industry. They range from large steel companies to small retailers, and all they ask in return for their dollars is a new look. The heirs of the largesse are the upwards of 300,000 people who call the area home.

That's good neighborliness on a huge scale. So is the expenditure of \$50 million by one industrial giant to nullify or relieve air and water pollution. Business good neighbors

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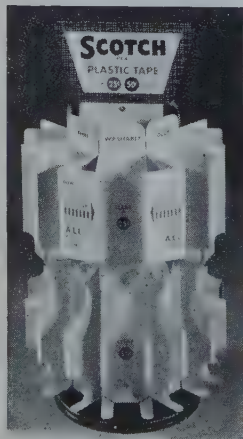
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benefit, in some way, every American community, and in countless places the benefit is a close and personal one—in Elizabeth, New Jersey, for instance, or Wisconsin Rapids, Wisconsin.

In Elizabeth, the Bayway Community Center is a second home for folks in the Bayway section. From infant to octogenarian, they go there to hold meetings, play games, make music, get taught something, or just plain goof off. Naturally it all costs money, but an oil company foots most of the bill. And if the Center's lights are almost never turned off, neither is the ignition on the local bank's 10-passenger courtesy car in Wisconsin Rapids. The car is transportation for any group that needs it—no charge. Clicking off 100 miles a day, it serves practically everybody in town except the bank, which asks only that each user replace the gas he burned. The hard-hearted banker pays for everything else.

Good Neighbors

Employers like their employees to be good neighbors, too. One manufacturer, after a briefing on "the things a community can rightfully expect from every industrial citizen," suggests to supervisory personnel that they "lead Scout troops, be active in PTA, ring doorbells for the Red Cross." Another encourages employees to engage in local activity "on company time, and sometimes with company facilities and money."

Thanks to business, concert-goers get to hear better music, more often. The Dallas Symphony Orchestra is a case in point, with a financial structure typical of philharmonic organizations. Only half of its income is box office; the rest is donated. And over half of its donations are gifts from business. Many a concert in the park, too, wouldn't be possible without business sponsorship; and perhaps because outdoor music has a certain Viennese flavor, summer symphonies get substantial help from brewers, who don't appear to be bothered when people call them pop concerts.

Despite its private philanthropies, industry also makes sure to carry its weight in the regular fund drives of organized charities and health agencies. Usually a company has a yardstick, based on its own importance in the community, that automatically tells it what to give. And

usually, even though its conscience is thereby a mechanical one, it follows it—something not all individuals unfailingly do.

Spontaneity, and a beyond-the-call-of-duty quality, make the heart of business a gracious one: newspapers establishing summer camp and Christmas toy funds, and begging money for them; an oil company underwriting successful research to determine the cause of, and prevent, blindness among prematurely born infants; an electrical manufacturer giving a quarter of a

million dollars to an Ohio hospital drive, and then matching employee contributions dollar for dollar after organizing a plant campaign. And in 1957, after Hurricane Audrey claimed over 500 lives and left southwestern Louisiana a pitiful picture of destruction, a group of companies quickly and instinctively moved in as angels of mercy. They moved in, to quote George N. Hebert, writer and eyewitness, "without stint of their resources. They gave truck drivers and physicians, helicopters

(Continued on page 44)

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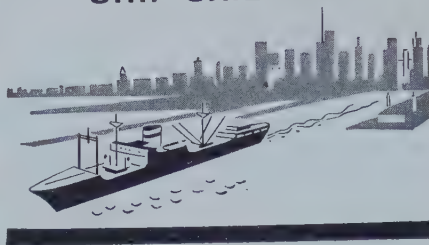
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Weissenburg		
Hapag-Lloyd-Russ		Aug. 19
Transontario		
Poseidon		Aug. 19
Borgholm		
Swedish American		Aug. 20
Maakefjell		
Fjell Oranje		Aug. 20
Maria		
Nordlake		Aug. 23
Francisco Sartori		
Hamburg	Chicago	Aug. 23
Transquebec		
Poseidon		Aug. 25
Magdeburg		
Hapag-Lloyd-Russ		Aug. 26

United Kingdom

Veslefjell		
Fjell Oranje		Aug. 18
Beechmore		
Furness-Great Lakes		Aug. 21
Manchester Pioneer		
Manchester Liners		Aug. 22
Maria		
Nordlake		Aug. 23
Caria		
Cunard		Aug. 24
Concordia		
Cunard		Aug. 25
Manchester Vanguard		
Manchester Liners		Aug. 27
Georgia		
Bristol City		Sept. 10

Scandinavian & Baltic

Borgholm		
Swedish-American		Aug. 20
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Binny		
Hycar		Aug. 20
Vares		
Yugoslav Adriatic		Aug. 20
Exiria		
American Export		Aug. 25
Middle East		
Salatiga		
Nedlloyd		Aug. 24

Plans for 1961 Fair

(Continued from page 31)

5,000 seat auditorium is ideal for the presentation of future Fair programs.

The nature of entertainment may change somewhat in 1961. Under consideration is the possibility of bringing handicraft workers from all over the world to McCormick Place. Here, in settings reconstructing their native places of work, these people would weave fabrics, make jewelry, tool leather and spin pottery wheels. It is the hope of the Fair management that such additions to the cultural and entertainment features of the exposition would lead to greater understanding of other peoples of the world by Midwesterners.

The lakefront location, with a half-mile of water frontage offering great visibility, is ideal for water events. Plans are under way to make fullest use of this plus value for entertainment. There will be demonstrations of new boats and motors, races, water shows and water sports of all kinds, with larger audiences able to view these events than were ever possible at the old location.

All in all, management is greatly encouraged by the enthusiastic response of exhibitors and governments to the new home of the annual Chicago International Trade Fair. Already it is apparent that there will be larger exhibits and more of them, not only from countries represented in past fairs, but from those not previously exhibiting. And not the least important is the fact that there surely will be greater participation by Chicago area firms—helping the Fair to realize its major objective of building new two-way trade relationships between Chicago and the rest of the world.



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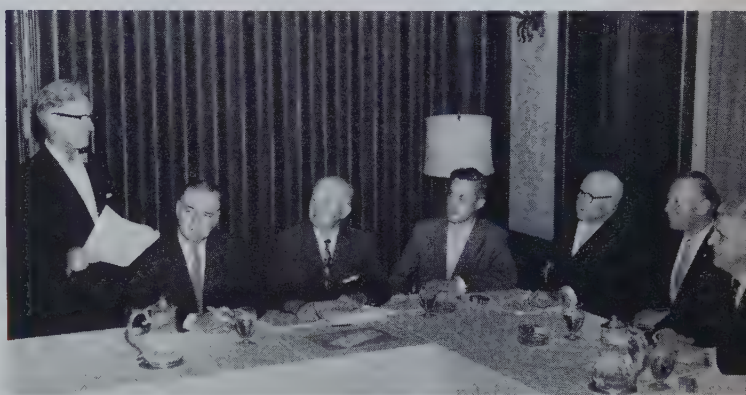


Hjalmar W. Johnson, Chairman of the Association's Special Committee on Lake Diversion and Vice President in charge of Planning and Research, Inland Steel Company, discusses Chicago's Lake Diversion problems with committee members. The committee is seeking to develop more participation by industry in a current engineering study being made under the auspices of the Association.



Legislation currently in Congress relating to featherbedding is studied by members of the Labor-Management Relations Committee. Byron Hill (center, right), Manager of Labor Relations for Kraft Foods, is Chairman of the Committee.

ASSOCIATION PHOTOGRAPHED IN ACTION



Removal of a restriction on an airline route serving Chicago is the subject of a meeting of the Shippers and Travelers subcommittee of the Aviation Committee. Members are (left to right) Charles W. Rummmler, Chairman of Shippers and Travelers subcommittee of Aviation Committee; Robert C. Stockton; James J. Mitchell, Chairman, Aviation Committee; Jerry Franzen, Assistant Director of the Association's Transportation Division; Paul T. Weldon, member of subcommittee; J. M. Klapp, Manager Regional Affairs, United Air Lines; E. M. Branand, Superintendent of Regulatory Affairs, United Air Lines.

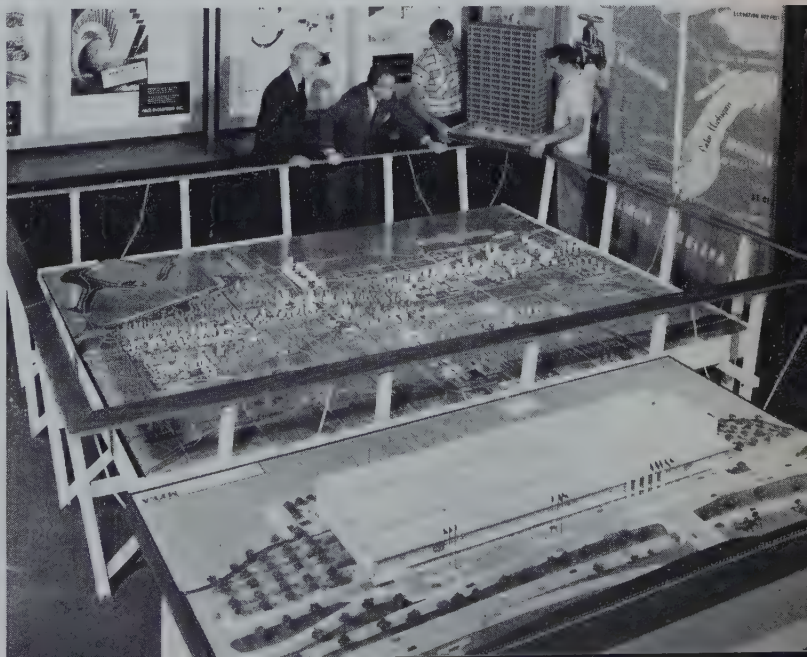


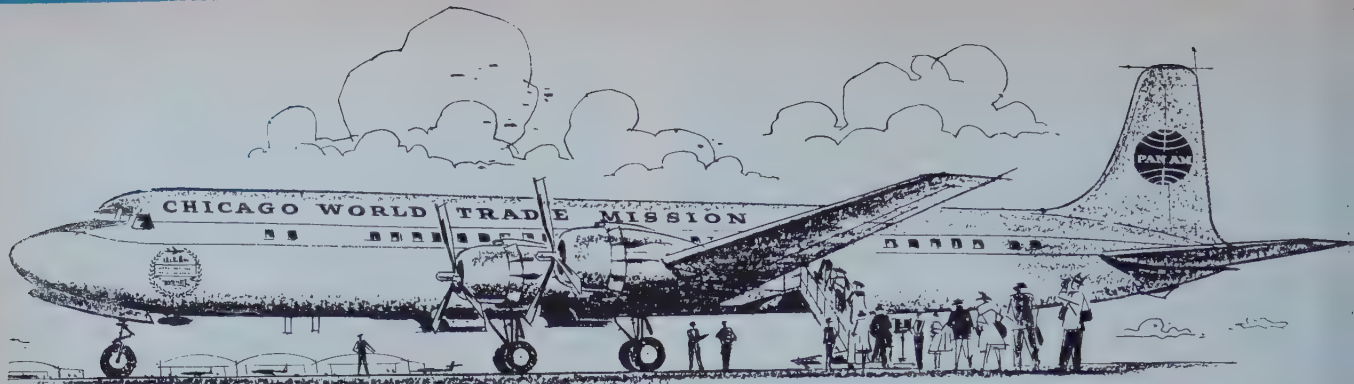
(Right) The Association's "Made In Chicago" exhibit receives a last minute inspection from James Cassell, Executive Vice President of Gardner Display Co., and Robert L. Bean, Association's World Trade Director, before it is crated and shipped to Austria for display at the 1960 Vienna International Trade Fair, September 7-11.

(Above) James Cassin, World Trade Service Manager of the Association, checks crated exhibit as it is loaded aboard the M. S. Byklefjell at Calumet Harbor for shipment to Vienna via Rotterdam.

Fifty-three Chicago companies are participating in the exhibit which is being sponsored by the Association to promote exports for the Chicago area. The model of "Chicago — 1980" is shown in the center. McCormick Place, the city's \$33 million exposition center on the lakefront, is in the foreground.

There is a list of the companies represented in the exhibit on page 38.





First Chicago World Trade Mission

The 1960 Chicago World Trade Mission Flight to Austria, Germany, Italy, France and England departs Chicago September 2 with a group of Association members and their ladies aboard, according to Association Chief Executive Officer Thomas H. Coulter.

As this edition of *COMMERCE* went to press, Coulter announced that last minute cancellations had been received due to unforeseen circumstances and that a few seats were still available. "The total cost of \$975 for a deluxe tour of Europe has been made possible by the charter arrangements we have been able to make," Coulter said. The seats made available by cancellation will be placed on a first-come, first-served basis.

Coulter announced the following passenger list, as of press time for *COMMERCE*:

Bob Atcher, President, Bob Atcher Films, Inc.—Motion Picture and Slide Film Producers; Documentary, Commercial. Mrs. Atcher.

Julius Barnard, Tax Consultant. K. George Baur, President, J. E. Bernard & Co., Inc.—Foreign Freight Forwarders and Custom Brokers. Mrs. Baur. Robert L. Bean, Director, World Trade Division Chicago Association of Commerce and Industry. Raymond R. Becker, Public Information Manager, Chicago Association of Commerce and Industry. Andrew M. Bornhofen, Vice President, Anetsberger Brothers, Inc.—Bakers', Hotel and Restaurant Equipment. Mrs. Bornhofen. Miss Betty M. Bowne, Statistics Analyst, Commonwealth Edison Co.—Electric Light and Power. Tom Buck,

Newspaper Writer, Chicago Tribune—Metropolitan Newspaper, Morning, Daily and Sunday. George F. Burley, Vice President Trade Relations, Crane Co.—Heating and Plumbing Equipment and Supplies; Valves.

Herbert L. Clark, President, Life Research Corp.—Pharmaceuticals; Biological and Nutritional Health Foods. Mrs. Clark. William Clark, Financial Editor, Chicago Tribune—Metropolitan Newspaper, Morning, Daily and Sunday. Ralph E. Colville, President, Corporate Policyholders Counsel, Inc.—Insurance Counselors: Mrs. Colville and son William Colville. Thomas H. Coulter, Chief Executive Officer, Chicago Association of Commerce and Industry. Mrs. Coulter.

Miss M. M. Delhom, Office Manager and Purchasing Agent, Shangri-La, Inc.—Restaurant. T. E. Dunne, Assistant Vice President, James S. Kemper & Company, Inc.—Insurance: Casualty, Marine, Automobile. Mrs. Dunne.

James Elliott, Assistant Financial Editor, Chicago Sun-Times—Metropolitan Newspaper, Morning, Daily and Sunday. Donald Erickson, Partner, Arthur Andersen & Co.—Accountants, Certified Public and Public.

Jack M. Fetman, President, Master Gauge Company—Gauges: Pressure, Temperature, Vacuum. Mrs. Fetman. Fahey Flynn, Newscaster, WBBM-TV—Television Broadcasting Station. Mrs. Flynn. Thomas Foy, News Director, WGN/WGN-TV—Radio and Television Broadcasting Stations.

J. E. Griswold, President, Roycemore, Inc.—Druggists' Sundries. Dr.

Guenther Gruber, The Austrian Trade Delegate (Midwest).

John V. Johansen, President, Rachel & Drews, Inc.—Roofing Machinery, also Honorary Consul of Chile in Chicago. Mrs. Johansen.

Edward Kandlik, Financial Editor, Chicago Daily News—Metropolitan Newspaper, Evening, Daily. Ernst T. Karlsson, President, Carr-Gorr Color Card Co., Inc.—Color Card Service for the Paint, Ceramic and Tile Industry. James W. Kennedy, President, West Side Ignition Service, Inc.—Automotive Ignition Service. William T. Kirby, Attorney at Law.

Otto H. Lange, President and Treasurer, Hibben & Company—Steel Plate Fabricators. Mrs. Lange.

Joseph E. Magnus, Chairman, James S. Kemper & Company, Inc.—Insurance: Casualty, Marine, Automobile. Mrs. Magnus. Arthur J. McConville, Vice President, LaSalle National Bank—Commercial and Savings Bank. Mrs. McConville. Francis C. Medina, Assistant Cashier, Continental Illinois National Bank & Trust Company of Chicago—Commercial and Savings Bank. Thomas Micheltore, Financial Editor, Chicago's American—Metropolitan Newspaper, Evening, Daily and Sunday. Mrs. Margarete Mueller. Administrative Assistant to the Director, World Trade Division Chicago Association of Commerce and Industry.

Harold J. Nutting, Chairman, Overseas Industries, Inc.—Export Import Sales Organization.

Chris Oberheide, Assistant Secretary, Nickey Chevrolet—Automobile Dealer, also Vice President, Ober-

Heide Coal & Oil Co. Mrs. Ober-
 heide. Mrs. Leta Dexter Owen, Spe-
 cial Representative, Health - Mor-
 nc. - Vacuum Cleaners.
 George S. Sandler, President,
 George S. Sandler, Inc. - Advertis-
 ing Agency. Carl L. Scheirman,
 President, Standard Electronics Co.,
 Inc. - Contract Manufacturing -
 Electronic Products. Mrs. Scheirman.
 Richard B. Schlesinger, Vice Presi-
 dent Sales Promotion, Carson Pirie
 Scott & Co. George Schoenbacher,
 President, Red E Cold Refrigeration

Corp. - Refrigeration Equipment
 and Accessories, also President,
 ABBCO Building Corp. - Apart-
 ment House Builders. Mrs. Schoen-
 bacher. Mrs. Esther Sherman, Own-
 er, B & B Gear & Machining Co. -
 Gears. Daniel D. Skord, Owner,
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 strip Tools and Supplies. Also Presi-
 dent, Arpio Sales, Inc. - Electronic
 Jobbers. Herbert R. Smith, Univac
 Branch Manager, Remington Rand
 Univac Division of Sperry Rand

Corporation-Electronic Computing
 Systems. Mrs. Smith. Edward J.
 Stephani, President, Nickey Chevro-
 let Sales, Inc. - Automobile Dealer.
 Mrs. Stephani. Edward P. Sutorius,
 Director of Sales, Three Dimensions
 - Convention and Trade Show Ex-
 hibits.

George J. Treutelaar, President,
 Great Lakes Plumbing & Heating
 Co. - Plumbing and Heating Con-
 tractors. Mrs. Treutelaar.

Mrs. Hulda E. Varkala, Lecturer
 and Writer.

HERE ARE THE COMPANIES REPRESENTED IN "OPERATION EXPORT" EXHIBIT AT VIENNA FAIR

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 Charles Bruning Company, Inc.;
 Brunswick International C. A.;
 Chicago Tribune; The City of
 Chicago; Clark Equipment Co.;
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 Continental Illinois National Bank
 and Trust Company of Chicago;
 Cory Corporation; Crane Packing
 Co.; Culligan, Inc.;
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 cyclopedia Britannica Films, Inc.;
 Encyclopedia Britannica, Inc.; Field
 Enterprises, Educational Corpora-

tion; Field Enterprises, Newspaper
 Division; The First National Bank
 of Chicago; The Formfit Company;

General American Transportation
 Corporation; Great Lakes Overseas,
 Inc.; Greater Chicago Hotel Associa-
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 ing Co., Inc.; Harza Engineering
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Overseas Industries, Inc.; Everhot
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 pany; The Pure Oil Co.; Seedburo
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J. Walter Thompson Co.; Union
 Overseas Company; Universal In-
 dustrial Supplies, Inc.; Vapor Inter-
 national Corporation, Ltd.; Zenith
 Radio Corporation.

Calendar of Association Events

Aug. 18,	Illinois Committee Luncheon Meeting, Larry Schumaker, Public	Conference Room
Sept. 15,	Relations Mgr., State, Illinois Bell Telephone Co., Chairman	12:00 Noon
22 & 29		
Aug. 23,	Membership Luncheon Meetings	12:15 Noon
Sept. 7, 14,		Conference Room
20, 21 & 28		
Sept. 2	Board of Directors Meeting	12:00 Noon
		Conference Room
Sept. 8	Industrial Traffic Council, G. J. Werner, Traffic Manager, Mo- torola, Inc., General Chairman	Traffic Club - Rms. 2 & 3 12:00 Noon
Sept. 8	Inspection Trip - Unit Load System - Calumet Industrial Dis- trict, Thomas G. Ayers, Vice President, Commonwealth Edison Co., Chairman	Calumet Industrial District, 95th & Cottage Grove 9:30 A.M. - 2:30 P.M.
Sept. 22	Junior Association Coordinating Committee	Swedish Club 12:15 P.M.
Sept. 29 & 30	14th Annual Two Day Training Course in Quality Control, co- sponsored by the Chicago Association of Commerce and Industry and the American Society of Quality Control, Chicago Section	University of Chicago, Downtown Campus, 190 E. Delaware Pl. 8:30 A.M. - 4:30 P.M.

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Business Wants to be Loved

(Continued from page 37)

and marsh buggies. They gave two-thirds of the total relief fund. They gave whatever they had that might save a life, or assuage a tragedy, or simply offer hope to a human soul."

An Alabama city once took a full-page ad to thank a rubber company for its contribution to the community—as a taxpayer and job creator, of course, but additionally because of "the many charitable, civic, and cultural projects in which the management and employees of such a company participate, and through this participation ... bring about a congenial, responsible atmosphere throughout the community." Industry doesn't often get such a pat on the back, but apparently that's the way it wants things. Yet it's possible that even modesty can be overdone.

Labor shouts its own praises; perhaps capital should let people know that it, too, shares its resources—its money, its facilities, its brains. Even sometimes, its generally submerged sense of humor.

A California oil company tickled its neighbors by painting a great grinning Halloween face on a pumpkin-shaped gas container. Located on a hilltop, and visible for miles around, it prompted one grateful viewer to write that the pumpkin head, symbolic of things she had thought long dead, was "the assurance that even in this day of grim materialism, the spirit of fun still lives!"

Fun or no, business proves daily—by its philanthropies—that it isn't always grimly material.

Automation Revolutionizing Plant Cafeterias

(Continued from page 17)

is a special need because of an absence of restaurants in the neighborhood. In nearly all cases, employment at odd hours has been a major factor. The trend to half-hour lunch periods has been a big contributor to the change from cafeterias to vending machines.

"We expect to eliminate a subsidy of \$35,000 a year as a result of our change-over several weeks ago to automatic food service," reports William Hamblin, an official in the purchasing department of R. R. Donnelley & Sons, which now has the food vending service of Vend-O-Matic in its plant at 1910 Calumet avenue. Incidentally, the Vend-O-Matic equipment at the R. R. Donnelley plant also includes a new automatic machine that changes dollar bills. Employees, thus, are relieved of the trouble of carrying pockets full of change.

The Columbia Broadcasting System ran head-on into the food service problems several years ago when it moved its radio and television studios to the former Chicago Arena building at 630 N. McClurg court. There were few, if any, restaurants close enough for convenience. Frank Johnson, building manager for CBS, reports that automatic vending "meets our requirements very well."

Most bank customers probably don't know it, but night shifts long

have been a regular practice of Chicago's big financial institutions. For the Exchange National Bank of Chicago, the food problem for its night employes on LaSalle street was an important consideration in switch to vending machines from catering service. "It's proved to be especially satisfactory," explains Warren Schanlabor, an assistant vice president. "The commissions from the vending are passed on to our employes fellowship club."

At the headquarters of Lions International Clubs, 209 N. Michigan avenue, 275 employes are especially happy about the full-line food vending service. From Robert Ippolito, chairman of the employes' fund committee, came this comment: "With the good commissions we get, we have special events such as dinner dances and theater, ball games and bowling parties at least once a month."

One of the most complete food vending services is provided by Automatic Merchandising at the northwest side Chicago plant of Skil Corporation, with 1,000 employes. In addition to an especially big menu, the vending service also includes a dollar bill changer. Nathaniel Leighton, personnel manager of Skil, reports that the company's neat, new 200-seat "automated restaurant has contributed to a steady

increase we have achieved in productivity."

At the 900 N. Ogden avenue plant of Container Corporation of America, E. C. Randa, Chicago district controller, explains that the new full-line food vending service "enables the plant's management to concentrate on regular production activities instead of having to bother also with operating a cafeteria."

In suburban Evanston, Wallace Keil, president of Muntz TV, Inc., with an employment fluctuating between 300 and 500 employees, says that automatic food vending proved successful within two months after it replaced a catering service. He adds: "The automatic vendors have eliminated a subsidy in our food service, and are meeting fully the needs of our two lunch hours and two rest periods."

At the main plant of Bunte Brothers Chase Candy Company, 3301 Franklin street, the automatic vendors with a full line of food service replaced a company cafeteria a year ago. "We no longer have any problems with food service," reports Earle Wilson, merchandising manager. "The vendors are ideal for our four shifts and four lunch hours."

At the Chicago plants of Motorola, Inc., automatic vendors are being used to supplement—but not replace—10 cafeteria units, reports Leonard Abrahamson, manager of administrative services. "The automatic vending service is especially good for the odd-hour shifts and the extra crews on overtime or working on weekends," explains Abrahamson. "However, in our opinion, we believe that the vendors are an excellent supplement, but not a replacement for plant cafeterias," he adds.

Whatever the exact role of automatic vendors may be, no one can question the fact that a significant trend toward automation in in-plant feeding already is well under way. William S. Fishman, president of Automatic Merchandising, predicts that the food automats will be in operation in at least 75 per cent of the nation's industrial plants having 500 or fewer employees, by 1965.

Fishman's comment typifies the enthusiasm prevailing in an industry that is relatively young. A search of history can turn up an origin in antiquity for most things, and automatic vending is no exception. The first vending machines date back to

218 B.C. when a high priest in Alexandria invented a device that dispensed holy water when fed by a 5 drachma coin.

The modern vending industry, however, did not begin until 1886 when a patent was acquired in the United States for a machine selling postal cards. Two years later the first chewing gum dispensing machines appeared on station platforms of the elevated system in New York City. But it was not until the 1920s that vending moved into the field of extensive operations, and until 10 years ago the industry was confined primarily to candy, cigarets, gum and soft drink dispensing.

Cigarets, soft drinks and candy still are the biggest general sellers in automatic vending. According to the National Automatic Merchandising Association, vending machine sales in 1959 totaled \$840 million for cigarets, \$633 million for soft drinks, and \$225 million for candy.

Spectacular Gains

But food is making spectacular gains. Last year, sales of sandwiches and pastries in vending machines amounted to \$52 million, which was nearly double the volume for 1958. Sales of coffee and hot beverages in 1959 totaled 189 million dollars. Five years ago machines with hot food were yet to appear, but by 1959 hot food vending sales amounted to 21 million dollars.

The automatic vending machines already can provide about 90 per cent of the kinds of food most workers want for their meal away from home. And just around the technological corner, industry spokesmen say, are machines that will vend tasty hot platters for the customers who want the heartiest of meals.

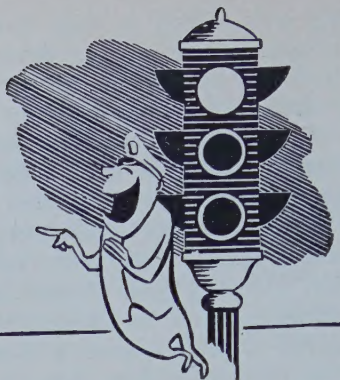
In the mid-1920s, the annual sales volume of vending machines throughout the United States was only \$30 million. Today, sales total more than \$2 billion a year. And by 1965—in only five years—leaders in the industry expect the annual volume to double, hitting the \$4 billion mark. For the most part, these expectations of such a sensational new growth in automatic vending are based on an opinion that more and more industrial plants will be turning to food service by automation as the solution to management's in-plant feeding headache.

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Stop me...If...



Wife—"How are we going to celebrate our twenty-fifth anniversary?"

Husband—"How about five minutes of silence?"

It was so tough for Joe to get up mornings that he went to his doctor who prescribed a pill. Joe took the pill, slept well and was awake before he heard the alarm clock. He dressed and ate breakfast leisurely. Later he strolled into the office and told the boss:

"I didn't have a bit of trouble getting up this morning."

"That's good," replied the boss, "but where were you yesterday?"

Dad said, "Your boy friend asked if he may marry you and I gave my consent."

"Oh, but I couldn't possibly leave mother," replied daughter.

"Don't worry, she can go with you."

"Shoe shine, mister?"

"No."

"Shine 'em so you can see your face in 'em."

"I said no."

"Coward!"

Upon receiving the bill for the extraction of a tooth, Pete phoned his dentist and complained, "Why, that's three times what you usually charge!"

"Yes, I know," replied the dentist, "but you yelled so loud you scared away two other patients."

Son: "Dad, Mom just backed the car out of the garage and ran over my bicycle."

Father: "Serves you right for leaving it on the front lawn."

Foreman: "You're asking big pay for a man with no experience."

Applicant: "Well, the work is harder when you don't know anything about it."

"Do you have trouble making decisions?" asked the psychiatrist.

"Yes and no," came the reply from the couch.

"There, there, little man," said the kindly woman to the boy beside her in the surf, "you mustn't be afraid — why don't you just splash right in and swim?"

"I would," was the timid reply, "but you're standing on my flippers."

Auntie—"Auntie won't kiss you with that dirty face."

Junior—"That's what I figured."

A mother asked one of her little daughter's party guests if she was having a good time. "I don't know," she answered, "I haven't eaten yet."

One of our elementary school teachers gave her small charges a lecture on the merits of brevity and then asked them to write a sentence or two describing something exciting. One of them promptly submitted the following: "Help! Help!"

Teacher: "Since pro means the opposite of con, can you give me an illustration of each?"

Student: "Progress and Congress."

Beginning golfer (who accidentally made a beautiful long drive): "Wasn't that a beaut? Really something, wasn't it?"

Companion (who knows the golfer's boasting routine): "Yes and it's a pity you can't have it stuffed."

"I wouldn't be too worried about your boy making mud pies," said the psychiatrist to the worried mother. "And the fact that he sometimes tries to eat them is also quite normal."

"Well, I'm still not convinced, Doctor," replied the woman, "and as a matter of fact neither is his wife."

The third-grade teacher wrote this sentence on the blackboard: "I ain't never had no fun at the seashore."

She then turned to her pupils, singled out one of them and asked, "How can I correct that?"

Little Tommy at once responded, "Get a boyfriend!"

Golf Pro:—"Now, just go through the motions without driving the ball."

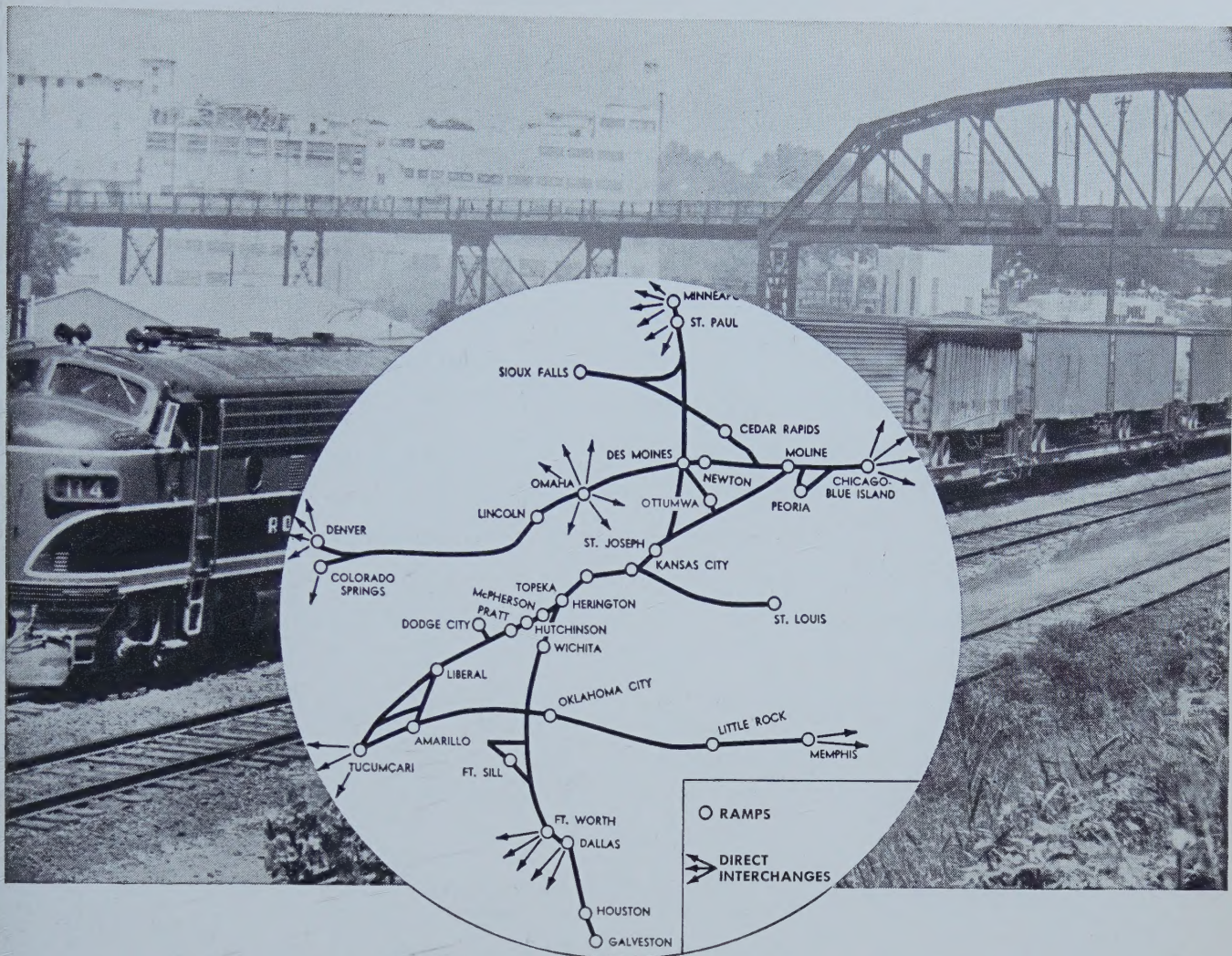
Dub:—"That's precisely what I'm trying to overcome."

A second baseman came into the locker room after a game full of close plays at his base, leaving him with a collection of cuts on his legs.

"Man!" he said, "I feel like the sorority punch bowl the way they were spiking me out there today."



"My subject will be 'Income Tax and Why We Should Pay It.'"



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The optimum piggyback service combines the efficiency of long hauls by rail, the economy of short hauls by truck. What makes this ideal combination possible is the existence of piggyback facilities in numerous key areas.

The Rock Island map above shows how piggyback ramps blanket the system—and how, if the destination of your shipment is outside Rock Island territory, you can reach into every corner of the nation through Rock Island's direct interchanges with other railroads.

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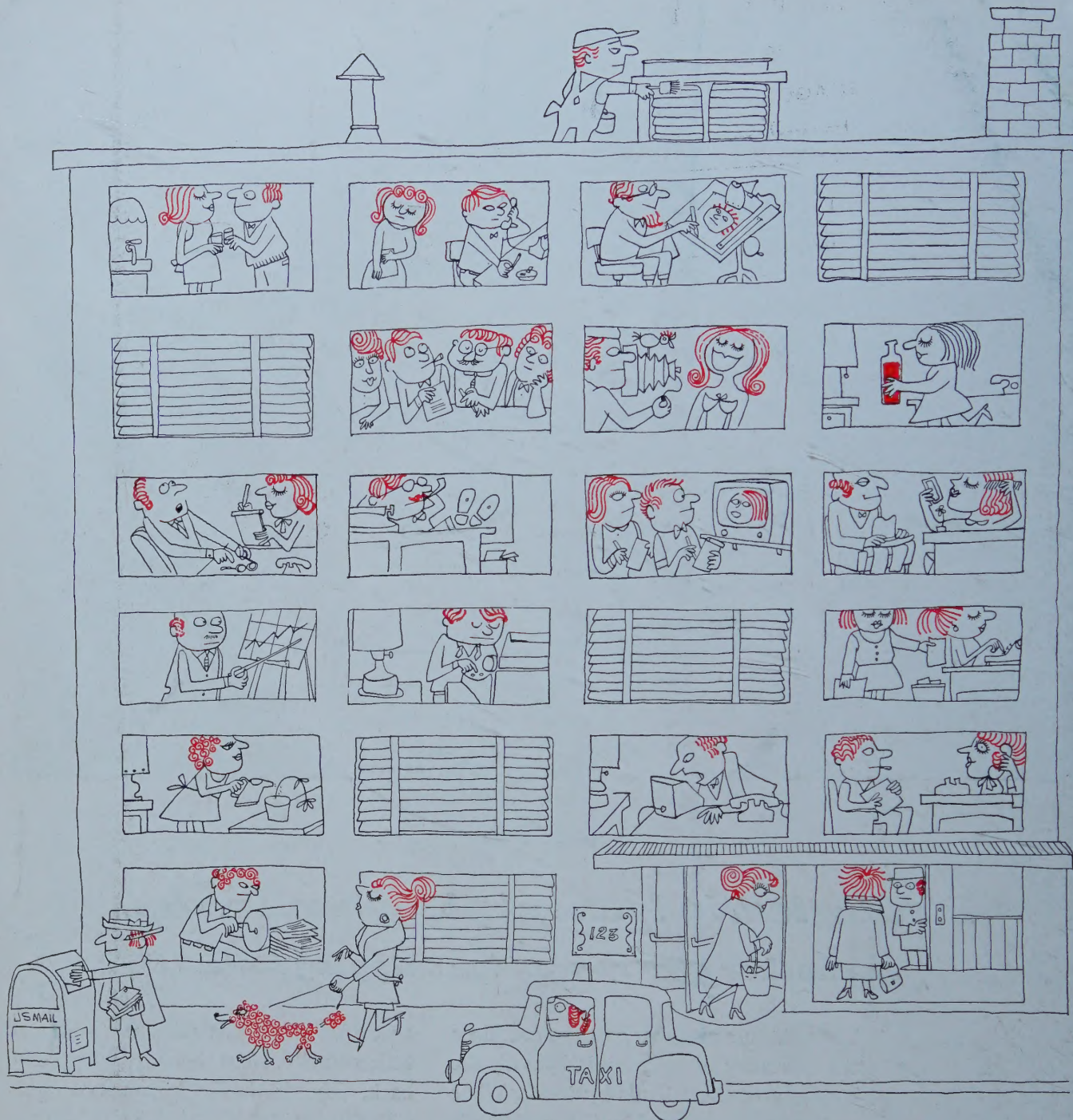
Your Rock Island traffic representative will be glad to help you put this effective combination to work. Why don't you get in touch with him today?



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 geared to the nation's future*

CHICAGO 5



Media's Law:

To a seller of hair dye, the pulling power of an advertising medium is equal to the amount of hair dye sold.

To media men, pulling power is influenced by several inter-related factors.

The law or formula looks like this:

$$\left[\begin{array}{c} \text{Pulling Power} \\ = \\ \text{Circulation Volume} \\ \times \\ \text{Editorial Vitality} \\ \times \\ \text{Reader Confidence} \end{array} \right]$$

The larger measure of these ingredients in the Chicago Tribune accounts for the greater results produced for advertisers.

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More Chicago families read the Tribune than the top five weekly magazines combined; more than six times as many Chicagoans turn its pages as turn on the average evening TV show!

Chicago Tribune